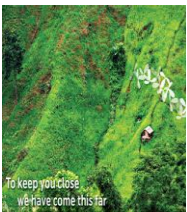
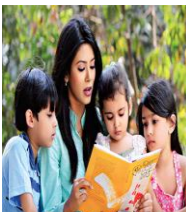




Our Customer Service is made with your near



To keep you close,
we have come this far



Motivational Factors and Differences between Part-time and Full-time Employees of Grameenphone Ltd. – Contact Center



Motivational Factors and Differences Between Part-time & Full-time Employees of Grameenphone Ltd. – Contact Center

Prepared By: Sabera Zohra Abonty
ID: 06104026

An Internship Report Presented in Partial Fulfillment of the Requirements for the
Degree of Bachelor of Business Administration

BRAC University
March 31st, 2011



Motivational Factors and Differences Between Part-time & Full-time Employees of Grameenphone Ltd. – Contact Center

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has been approved
Date: 31st March, 2011

Mr. Shawkat Kamal
Assistant Professor
BRAC Business School, BRAC University
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Letter of Transmittal

31st March, 2011

Mr. Shawkat Kamal

Assistant Professor

BRAC Business School

BRAC University, Bangladesh.

Subject: Submission of Report.

Sir,

I am pleased to submit this report, which has been prepared as a partial point for the requirement of internship program. I have tried my best of my ability to complete the report properly and to produce a meaningful report within the constraints. I had to face some difficulties while gaining information for the project. While preparing this report, I have learnt many things regarding motivational factors and differences between part-time & full-time employee of Contact center, Grameenphone Ltd.

In spite of the various difficulties faced in preparing the report, I have tried to be as thorough as possible. Still, if you need any elaboration on any issue, that seems to be inadequately explained in the report, I shall be glad to oblige.

Sincerely Yours,

Sabera Zohra Abonty

ID: 06104026

Acknowledgement

The submission of this report is about “**Motivational Factors and Differences Between Part-time & Full-time Employees of Grameenphone Ltd. – Contact Center**”. This is very happy occasion for me to finish this report and submit this. This success of this report is depended on the participation of a group that help me by giving different types of company’s information, suggestion and advice to complete this report.

I would like to thank my Internship Supervisor, Mr. Shawkat Kamal, Assistant Professor, BRAC University, Bangladesh for guiding me and encouraging me to work on this exciting topic for my internship paper. I strongly believe that, these will assist me a lot to make me more professional and building my future professional career. I am very grateful to, sir, Mr. Shawkat Kamal.

Grameenphone Ltd. is a Brand employer and the one of first company give students the chance to work over here beside the permanent employee and therefore I select this topic. In order to accumulate all the data, information and other sources, I do find many of my colleagues very helpful.

I would also like to thank my Organizational Supervisor Mr. Bony Chowdhury of Grameenphoe Ltd for guidance and valuable insight into dynamics of Contact Center.

Executive Summary

Grameenphone Ltd. the market leader in the telecommunication industry of Bangladesh is now operating its business all over the country with a subscriber base of about 23 million. Working with Grameenphone Ltd. has been an instructive and exciting experience. The Internship report reflects knowledge and understanding, the preparer of this report get in the work place.

The organization is still growing rapidly and the present scenarios of the organization have been described in this report. The initial part describes organization's mission, vision, objectives, market share etc.

The aim of this report is find out the basic motivational factors and differences of part-time and full-time employees of the organization's contact center. Graameenphone Ltd. is one of the companies in Bangladesh who introduced jobs for the students in corporate areas to help them to learn about corporate cultures and manners. Beside that the students can earn a handsome amount from the job alongside study. The students work at contact center Grameenphone Ltd. are part-time employees who work for four to six hours day, can work for highest 26 days a month and get wages for per hour they work. Others are permanent employees who get all the benefits from the company and work 9 hour per day with 2 holidays in a week.

I used 14 important motivational factors to conduct my survey among 50 employees 25 of them are part-timers and 25 are full-timers. I also grouped them by male and female. After analyzing the data I got full time employees are more motivated in the terms of friendly environment, support from the HR department, management's motivational strategy, with the good relationship with co-workers, good salary, and new positions in the company and safety issues taken by the organization.

On the other hand Part time employees are motivated in terms of company image, effective performance monitoring system, performance appraisal, supportive and helpful co-workers, recognition and acknowledgment by the company to them.

For most of the part time employees they feel most motivated factor for them would be a good salary whereas full time employees give emphasis on leave and promotion. Both the group feel motivational talk is not important for them which are interesting information I found.

Finally, the researcher found that Permanent employees are more motivated than the Part-time employees in Grameenphone Ltd. contact center.

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INTRODUCTION

SEGMENT CONTENTS

-  **Background of the Study**
-  **Purpose of the report**
-  **Significance of the study**
-  **Methodology**
-  **Limitations of the study**





1.1 Background of the Study

Grameenphone Ltd. (GP) today is apparently the largest mobile telecommunication company in Bangladesh. It operates its function with an aim to accomplish two principal targets. Firstly, as with other commercial organizations, it operates in such a manner that it receives a good economic return on the investment. Nonetheless, secondly, it contributes significantly to the economic development of the country in making telecommunication a popular medium for exchange of information. GP, in its operation, has to address a large number of customers throughout the country. They also have a huge number of employees who work all over the country. In their customer service division they employ students as part time worker which help the students to earn beside their study. The part time workers work beside the permanent full time workers. But there are differences between the expectations of these two types of workers. As the researcher working here for last 3.5years this encouraged the researcher to choose the topic of this internship program as **“Motivational Factors and Differences between Part-time and Full-time Employees of Grameenphone Ltd. – Contact Center”**.

In this report, the basic focus is to measure the motivational factors behind the employees and what actually are the basic differences between the contractual and permanent employees and find out the most motivated group of employees and compare. To fulfill the requirement of the project report, the task is divided into two parts:

- ✧ The organizational part and
- ✧ The project part.



1.2 Purpose of the report

The broad objective of the internship program is to provide prospective undergraduates with an opportunity to apply theoretical knowledge so far obtained into real life situation. This paper was designed to accomplish some specific objectives. The derived objectives of this particular study are:

- ✦ To ascertain the basic motivational factors
- ✦ To assess how the motivational factors are different from part time and full time employees
- ✦ To investigate which group of employees is more motivated and the reason behind this.
- ✦ To evaluate the motivational processes going on to motivate both types of employees.
- ✦ To determine if there are lack of motivation and how to understand the lacking and its recovery.



1.3 Significance of the study

This topic is very important because of three key reasons. These are given below:

- ✦ It will give a transparent view to the management of Grameenphone Ltd. to measure whether their difference of motivation are really dissatisfying employees are not.
- ✦ Grameenphone Ltd. hr can evaluate and analyze to find out the effectiveness of their strategy with the help of the statistical output of this report.
- ✦ To find out the employees actual motivation level related with the using of this research.



1.4 Methodology

To prepare this report I will mostly depend on primary data collection and I will prefer the questionnaires as a tool for my primary data collection. Primary data will be collected from the respondents of survey questionnaire. I will also depend on the secondary data which I can get from my supervisor under whom I have been assigned in Grameenphone Ltd. for my internship program and of course my experience of working in GP. Data will be collected from the company website using intranet and various web portals, their communication reports and other exposed documents. I also have to mention that, though I will try my best to get as much information related with this topic, due to some rules and regulations of Grameenphone Ltd. I may have some lacking to get some specific data. By doing this report, I will get the opportunity to show statistically that differences of motivation levels between employees. I will calculate by taking weight and measure answer and calculate the values by taking average. The questionnaire will be attached with the report. There are three parts in the questionnaire. One is ranking values from 1 to 5 in 5 factors where 1 is the most important and other are respectively low. I will analyze the most important and least important factor. Second part is answering in 5 level scale. Levels are strongly agree, agree, neutral, disagree and strongly disagree. The value distributed as strongly agree=5, agree=4, neutral=3, disagree=2 and strongly disagree=1. I will calculate the average of the second part. And the third part is comments from the respondents.












1.5 Limitations of the study

There are several limitations in this study. The sample size is small from the population. The survey is limited within one (business & international roaming) floor, which may fail to represent the actual population. Time is a serious issue in this context. Respondents may not want to give time to fill up the questionnaire. So, proper data may not be collected in the right time.



GRAMEENPHONE LTD. - ORGANIZATION IN FOCUS

SEGMENT CONTENTS

-  **Background of the industry**
-  **History of Grameenphone Ltd.**
-  **Mission**
-  **Vision, Objectives and Strategy**
-  **Values**
-  **Peoples**
-  **Management of Grameephone Ltd**
-  **Customer Service**
-  **SWOT Analysis**





2.1 Background of the industry

In a highly populated country like Bangladesh, telecommunications play a vital role to boost the economy and social level of people. The introduction of cellular phones has dramatically changed the lives of businesses and individuals. As there is a growing trend of workers turning from farming to other occupations, the need for mobiles is increasing among the thousands of impoverished villages. The overall efficiency of other business has increased as an aftermath of the government's decision of deregulating the telecommunications sector, which until the late 1980s had been a state monopoly. Privatization of the telecommunications sector began in 1989, when Sheba and BRTA were awarded 25-year licenses to install and operate fixed-wire lines and wireless services in rural areas. The same year, Pacific Telecom Bangladesh got the government's permission to launch the country's first cellular phone and paging service sold under brand name CityCell in collaboration with a Hong Kong-based company. The company targeted only the higher class of the society. During that time price of mobile was above Tk 50,000/=. Naturally, the growth of the industry was too slow. CityCell had a virtual monopoly until 1996, when the government gave licenses to three more companies to operate cell phones in Bangladesh. So, the government decided to bring more companies in the market and break the monopoly. After careful evaluation the government decided to provide three licenses to Grameenphone Ltd., Robi, and Sheba Telecom (Banglalink). Another company came later is Warid (now Airtel). Only CityCell is using Code Division Multiple Access (CDMA) technology. Robi, Grameenphone Ltd., Banglalink & Airtel these four companies are using GSM (Global System for Mobile) technology. About 60% of the cell phone users of the world use GSM technology. These four new companies entered the market, not only helped trim down over-dependence on BTTB's fixed-line system, but also made mobile phones cheaper and easier to get. The price of a cell phone came down from \$2,000 to as low as even \$25, depending on the features of the handset and SIM price is only Tk.149-650. A definite development has been observed in the Business Market with comparatively high expectations. Customer maturity and anticipation regarding technology has increased over time. Rumors regarding new entrants have groomed expectations in the market. Consequently, people are expecting cheaper handsets with lowered airtime.

Grameenphone Ltd. is the leading organization of mobile telecommunication industry of Bangladesh. This is the first organization that brought GSM technology in mobile telecommunication for the general people of Bangladesh. The organization is not only leading the telecommunication industry, but also it has significance activities in social and cultural sector. The head office of the organization is located at – GP House, Bashundhara R/A, Baridhara.

Grameenphone Ltd. is a joint venture enterprise between Telenor (55.8%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (34.2%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank. The other 10% shares belong to general retail and institutional investors.

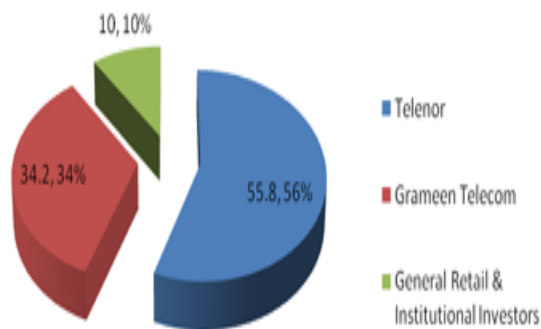


Figure 2.1.1: Share distribution of Grameenphone Ltd. 2008-2009

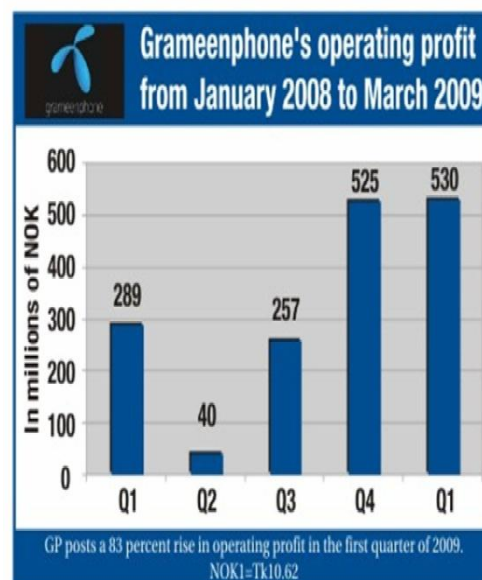


Figure 2.1.2: Profits of Grameenphone Ltd.



2.2 History of Grameenphone Ltd.

In November 28, 1996 Grameenphone Ltd. was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications and it's launched its service on the Independence Day of Bangladesh in 1997. After six years of operation at 2003, Grameenphone Ltd. has more than one million subscribers. Within 2005 it reached 5 million subscriber bases which were the largest between the mobile operators. Grameenphone Ltd. has built one of the most extensive infrastructures of Bangladesh and is a major contributor to the development of the national economy. Grameenphone Ltd. is also one the largest taxpayers in the country, having contributed nearly BDT 5000 Crore in direct and indirect taxes to the Government Exchequer over the years of which is amount, BDT 1670 Crore was paid in 2005 alone. Within 2010 Grameenphone Ltd. reaches 23 million subscriber-bases. The details history with major dates is attached with the appendix.



2.3 Mission

Grameenphone Ltd. aims at providing reliable, widespread, convenient mobile and cost effective telephone services to the people in Bangladesh irrespective of where they live. Such services will also help Bangladesh keep pace with other countries including those in South Africa region and reduce her existing disparity in telecom services between urban and rural areas.



2.4 Vision, Objectives and Strategy

Grameenphone Ltd.'s vision is simple: We're here to help. Grameenphone Ltd.'s renewed Vision recognizes that we exist to help our customers get the full benefit of communications services in their daily lives. The key to achieving this is that we work together and draw on our renewed Values and build them into guiding light behaviors in our workplace, wherever that may be... Make it easy. Keep promises. Be inspiring. Be respectful.

Four simple statements, but when embraced by Grameenphone Ltd. people around the world, they will help transform Grameenphone Ltd. into the global driving force for modern communications and customer satisfaction we need to become.



2.5 Values

Make It Easy

Keep Promises

Be Inspiring

Be Respectful



2.6 Peoples

Grameenphone Ltd. has approximately **4800 employees** working at different levels of organizational hierarchy. There are 11 functional departments engaged in managing these employees-with the aim to meet organizational objectives. Grameenphone Ltd. follows a mix of centralized and decentralized decision making process-where the top management mainly takes all the strategic decisions while the functional managers have flexibility to take decisions by themselves on a day to day basis. Permanent, contractual & part time (who are mainly students) employees work here At Grameenphone Ltd. the Managing Director is assisted by 10 Senior Executives who are heading different departments in the strategic decision making process. The departmental names of Grameenphone Ltd. are given in the appendix.



```
graph TD;
    BAC[Board of Audit Committee] --- IA[Internal Audit];
    BOD[Grameenphone Board of Directors] --- CEO[CEO- GP];
    BOD --- BAC;
    CEO --- Tech[Technology CTO- GP];
    CEO --- Comm[Commercial CMO- GP];
    CEO --- Commu[Communications CCO- GP];
    CEO --- Fin[Finance CFO- GP];
    CEO --- Corp[Corporate Affairs];
    CEO --- PO[People & Organization];
    BAC --- IA;
    CEO --- S[Strategy];
    CEO --- FS[Financial Services];
    CEO --- WB[Wholesale Business];
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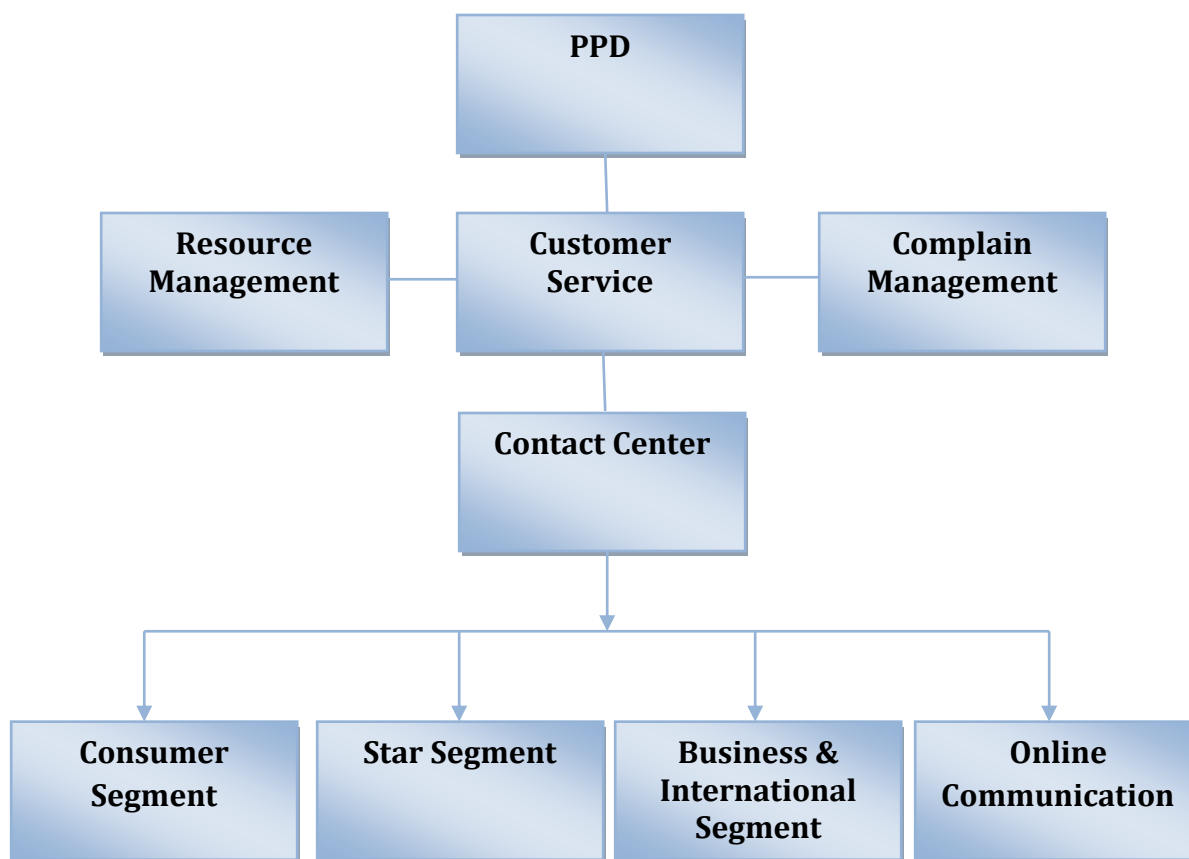
Motivational Factors and Differences Between Part-time and Full-time Employees of Grameenphone Ltd. – Contact Center



2.8 Customer Service

Customer service division of Grameenphone Ltd. works as a portal where the development and implementation of all the strategic issues observed and maintained in order to facilitate the management to achieve business goal by keeping keen relation with the employees and the target customer base.

To successfully operate the customer service division Grameenphone Ltd. designed the following functional areas under this division:



People & Process Development (PPD):

Arranging timely training modules and sessions required for the contact center agents are the prime task for this department. In case of introduction of any new sales tool, product offerings from marketing department and newly introduced code of conduct related issues PPD arranges proper training sessions.

Resource Management:

Resource management ensures the allocation and planning of duty and roster management of the work force deployed in the contact center. In addition forecasting is another integral part relating to the future queue in the 121 hotline based on seasonal response from the subscribers' end.

Complaint Management:

Handling all unsolved problems and queries passed from the front end agents as complaint from the subscribers are duly picked up and solved by complaint management teams. In addition dealing with fraudulent activities, prank calls related written complaint and other critical situational issues are handled by this department.

Contact Center

Consumer Segment

This segment provides various after sales service to the mass customer base having personal prepaid/postpaid connections. In addition the Village phone and PCO subscribers are also being dealt by this segment. Generally, the segment faces comparatively larger queue in the service delivery process.

Business Segment & International Roaming

To provide superior and top notch one stop service to the corporate clients and international roamers Grameenphone Ltd. has dedicated a special hotline connection to this segment. In addition agents can be reached to hotline from the subscribers' end. The waiting time and queue is relatively lower in this segment than those of the other segments in the contact center. As the corporate segment is generating more than 60% of the total revenue issues raised from customers through this segment is dealt by the management of Grameenphone Ltd. on a highly priority basis.

Star segment

Subscribers who use more than Tk. 10000 in last six months or who are with Grameenphone Ltd. since last 10years or not less than 4 years are selected as Star subscriber of Grameenphone Ltd. They get a dedicated hotline though they call the same number 121 they enjoy a very low waiting time other than the other segments. They enjoy various offers provided from 121 hotline.

Online communication

Subscribers can chat and communicate through the online communication. They can contact customer managers and share their problems here for solutions. They need not to call any hotline number. But here they also have to wait for getting the reply.



2.9 SWOT Analysis

The SWOT analysis makes an attempt to analyze the internal strength and weakness of a plan or a company as well as the external threats and opportunities. Such an analysis enables a company to identify and enhance its strengths further, to determine its drawbacks and ways to overcome those.

2.9.1 Strengths

- ✦ **Good Owner Structure** - Grameenphone Ltd. has the best owner structure in the telecommunication industry of Bangladesh. Telenor is one of the largest companies, which is operating in different countries around the world. Again, in Bangladesh, Grameen Bank is one of the largest NGO, which has the better communication all over the country.
- ✦ **Market Leader** - Grameenphone Ltd. is the first organization in Bangladesh, which has reached to the general people. Though City Cell had started their operation beforehand, but they were unable to reach the general people. So, the people are being used to with Grameenphone Ltd.. This is a huge advantage of Grameenphone Ltd.
- ✦ **Network Availability** - Grameenphone Ltd. has widest network coverage and a large number of BTS station (Tower) all over Bangladesh. That's why the company can provide better connectivity in most of the area of the country.
- ✦ **Brand Name of Grameen Image** - Grameen Bank is well known all over the country because of its appreciable activities in financial sector for poor people in Bangladesh. So, when the name Grameen has been added with this telephone company, the organization gets a huge exposure due to this Grameen image.
- ✦ **Skilled Human Resource** - All the staff, which are related to Grameenphone Ltd. are skilled and effective in their own job responsibility. The reason behind this is the Human Resource department of Grameenphone Ltd. follows ethical strategy to recruit new employees.
- ✦ **Access to the Widest Rural Network through Grameen Bank** - Through the help of Grameen Bank, this was easier to Grameenphone Ltd. to reach the rural area of Bangladesh.

2.9.2 Weaknesses

- ✦ **Culture Gap:** In Grameenphone Ltd. management, employees from different country are existed. Suppose, The Managing director is a Norwegian, other directors maximum from Norway and many more employees come from different country. That's why; sometimes there may be lack of understanding due to cultural gap.
- ✦ **Complicated Pricing Structure:** Grameenphone Ltd. has lots of products. The pricing of these products and their billing policies are different which also difficult for a user to understand.
- ✦ **Incomplete Messages through Promotional Activities** – Most of the time the advertisement of Grameenphone Ltd. do no clear the appropriate messages. Not only that, most of them are also so confusing to understand. As a result subscribers get the wrong meaning of what has been said to them.
- ✦ **Problem Contained Offers** – Recently all most all of the new offers of Grameenphone Ltd. are having some technical problems. Either they are not working at all or part of the services of those offers is disabled. Not only that, Grameenphone Ltd. is also delaying to solve those problems which are only raising the dissatisfaction level of its subscribers.

2.9.3 Opportunities

- ✦ **Economic Growth of Bangladesh** - The economic growth of the country will increase the expansion of telecommunication industry. From 1995 to 2006, there is a huge change in telecommunication sector.
- ✦ **New and Better Interconnect Agreement** - Grameenphone Ltd. have agreement with T&T to have better connection from land phone. The organization has agreement with other operators like AKTEL, City Cell or Bangla Link to have better internal connectivity.
- ✦ **Huge Demand for Telecom Services** - The market of telecommunication is expanding. So, this is easy for Grameenphone Ltd. to achieve the major portion of expanded market because of its leading position.
- ✦ **Increased International Activities in Bangladesh** - As international activities increased in the country, people need the connectivity not only in the country, but also outside of the country. So, the market for outside of the country is also expanding.

- ✦ **Declining Prices for Handsets** – Few years ago the people of low income could not afford mobile phone services due to the high price of handsets. Now the price of handset has decreased and the low income people want to get connected through mobile phone.
- ✦ **New International Gateway** - As BTTB has established new gateway to connect internationally, this is easy for mobile phone companies to provide services of ISD call and international roaming.








2.9.4 Threats

- ✦ **More Rigid Government Regulations** - Government is becoming restricted for taking away currency from the country. So, Foreign Company are threatened because they may have risk to back their investment to the country. The government also put restriction for the work permit of foreign employee.
- ✦ **Upgraded Technology Used by Competitors** - New mobile phone operator like Banglalink are establishing their channel with latest technology. Whereas Grameenphone Ltd. using the stations which are five years old. So, this is the disadvantages for Grameenphone Ltd..
- ✦ **Political Instability** - Political instability is another threat because, with the change of Government, policies are also changed. So, this is difficult for any multinational organization to cope with new policies.
- ✦ **Devaluation of Taka** - As the investments occurs in foreign currency, that's why the devaluation of Taka decrease profit from financial point of view.
- ✦ **Risky Position of Valuable Resource** - The organizations have a large number of BTS stations which are spread all over the country. Anyone can make damage to these BTS station and this is also difficult to arrange proper security for these stations.
- ✦ **Price War** - Recently this has become the most important concern for any mobile operator. To remain competitive in the market, operators have to reduce prices, which causes of reduction of revenue.



BACKGROUND OF THE RESEARCH

SEGMENT CONTENTS

-  Research Design
-  Types of Data
-  Sample Design
-  Questionnaire Design
-  Data Coding
-  Data Entry
-  Data Analysis



As it has already mentioned earlier that the prime objective of the internship program is to provide prospective undergraduates with an opportunity to apply theoretical knowledge so far obtained into real life situation. This paper was designed to accomplish some specific objectives. These are; to find out the actual motivation level of the employees through statistical analysis which will enable to figure out the actual areas where Grameenphone Ltd. should focus more. This research will help to find out employees actual motivation level related with the response of the employees. Grameenphone Ltd. can evaluate and analyze to find out the effectiveness of their strategy with the help of the statistical output of this report. It will give a transparent view to the management of Grameenphone Ltd. to measure whether their strategy are really catchy or effective to motivate the employees or not.



3.1 Research Design

I have used both the quantitative and qualitative methods. My research design consists of various parts which are integrated part of a research method and they are explained in the below pages. I divided my questionnaire in three parts. One is ranking values from 1 to 5 in 5 factors where 1 is the most important and other are respectively low. I will analyze the most important and least important factor. Second part is answering in 5 level scales. Levels are strongly agree, agree, neutral, disagree and strongly disagree. The value distributed as strongly agree=5, agree=4, neutral=3, disagree=2 and strongly disagree=1. I will calculate the average of the second part. And the third part is comments from the respondents.



3.2 Types of Data

I have used both primary and secondary data for my research. For Primary Data I have mainly conducted survey on the employees of Grameenphone Ltd. who sit in the business floor. On the other hand- for Secondary Data I have visited the website of Grameenphone and also gathered information from the database of Grameenphone Ltd. authority which they have provided me during internship program.



3.3 Sample Design

Basically these types of research require a vast sample. But considering different constraints I have to limit my sample size to 50. My target sample was basically the employees. From them I have tried to find out the analysis of the motivation level of them. Within 50 people I choose 25 part-timers and 25-full timers. I also divided them in 4 age group start from 18 years. Age groups are 18-25, 26-32, and 33-39, 40-Above.

Full-timers: Full time employees are who, who are permanent employees of Grameenphone Ltd. and worked for 9 hour per day. They get bonus, leaves, different employee benefits etc. They enjoy 2 holidays in each week. Among 25 permanent employees 15 are male and 10 are female I choose as my sample. They also fall under different age group.

Part-timers: Part time employees are mainly students who study in different universities and beside study does job. They enjoy flexible work hours according to their class routine. They do not get facilities like permanent employees. They get wages on per hour they work. They get overtime after 5pm. In a month part-time employees can do highest 26 days duty and they have to do not less than 16 days duty. They have to work every day in 4hour to maximum 6 hour. Among 25 part-time employees 15 are male and 10 are female.



3.4 Questionnaire Design

It was one of the vital parts of my research work as it would provide me with most of my desired information. In order to do that, I have prepared a very effective questionnaire for my respondents. There were 15 closed ended questions. I have started with some general questions and went deeper into my subject matter. Most of the questions were very much relevant and specific. The questionnaire is given in the appendix.



3.5 Data coding

As I know that I need to put all the data in a excel sheet to formulate and analyze, that is why I coded the data into numerical forms and chose the options to be in terms of numerical number except the first and the last question which help me to take decision and analyze.



3.6 Data Entry

I entered the data of each individual separately in the spreadsheet. With the help of the data sheets we analyzed them using various methods like frequency, cumulative average, percentage count and cross tabulation.



3.7 Data Analysis

Using Spreadsheet, I gave out different commands and it calculated and showed the result. With all these results, I proceeded to the most important part of my research, the analysis and interpretation.



SEGMENT CONTENTS

RESEARCH FINDINGS & INTERPRETATION



The below chart of the full time and part time employees will help us to know the different age group and the numbers of the respondents fall under the areas.

Total respondents: 50

✈ Full-time: 25

✈ Part-time: 25

The total respondent number showed below by 2 tables:

Full timer Male		Full timer Female	
Total Respondents	15	Total Respondents	10
Age Group/years	Respondents	Age Group/years	Respondents
18-25	7	18-25	2
26-32	7	26-32	6
33-39	1	33-39	2
40-Above	0	40-Above	0

Table No 4-A: Respondent distribution Full- timer

Part- timer Male		Part- timer Female	
Total Respondents	15	Total Respondents	10
Age Group/years	Respondents	Age Group/years	Respondents
18-25	12	18-25	10
26-32	3	26-32	0
33-39	0	33-39	0
40-Above	0	40-Above	0

Table No: 4-B: Respondent Distribution Part-timer

Question 4.1:

Ranking 1 to 5 on the following factors that motivate them most: Salary increase, Promotion, Leave, Motivational talks & Recognition.

Full-timer male:

- ✦ Age group 18-25: Among 7 people Promotion is most important to 5 and Motivational talks are least important to 5.
- ✦ Age group 26-32: Among 7 Leave is most important to 6 and Motivational talks are least important to 3.
- ✦ Age group 33-39: In this group there is only 1 respondent. For him most important is Promotion and least important is Motivational talk.
- ✦ Age group 40-Above: There is no respondent in this age group.

Interpretation:

From the above answers we can say that Motivational talks is not that much important where in the other hand people are more interested in rationality. The youngest group wants Promotion as they are fresh graduates mostly and they want to step ahead in their career. So they feel a promotion may help them to be more confident and to realize that company really appreciates their works. The 2nd young groups who are under 26-32 years are mostly family men. They need to keep balance in their family and work. To have some more leave will help them to spend some more time with family. The person falls under 33-39 age group are also interested to get promoted because he is a senior person and going to retire soon. So to reach in a good position will help him to work smoothly in the next last days with honor.

Full-timer female:

- ✦ Age group 18-25: Among 2 people Leave is most important to 2. No priority in the least important factor.
- ✦ Age group 26-32: Among 6 Leave is most important to 3 and Motivational talks are least important to 3.
- ✦ Age group 33-39: There is no priority of any factor.
- ✦ Age group 40-Above: There is no respondent in this age group.

Interpretation:

In our Asian cultural context women get married as soon as possible. And they have to give more priority to their family. It's really tough to maintain both the family and work together for a woman. It was so obvious that most of the female will be more motivated if they get more leave. Though there is no priority for least important factor in two age groups, one age group said Motivational talks are least motivating factor for them. If we see the group it is 26-32years who are already settle down in jobs. And they are in need other factors which will help them to get motivate.

Statistics:

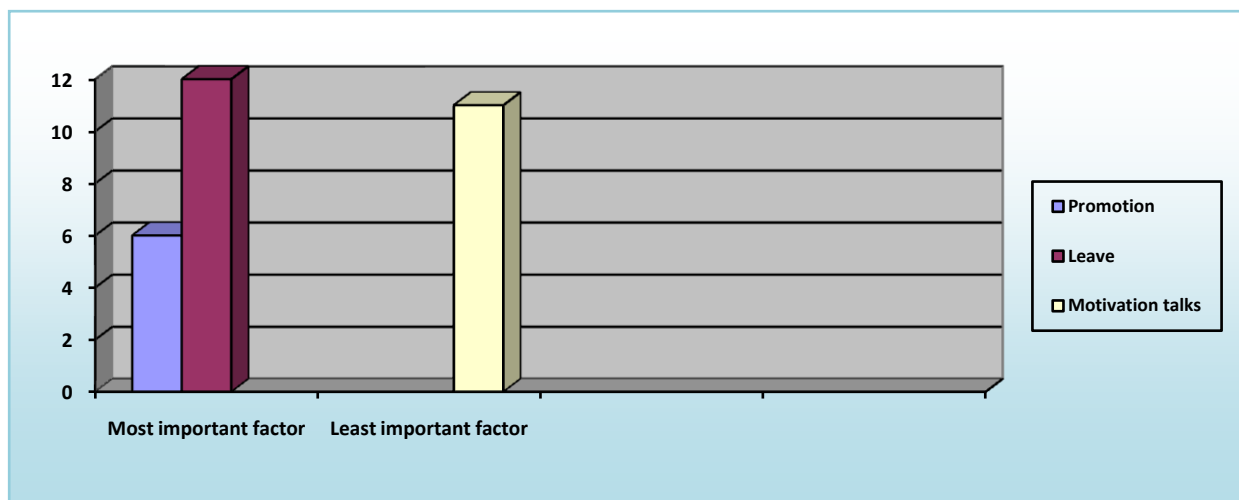


Figure 4.1.1: Most important and least important factors of full time employee.

Part-timer male:

- ✈ Age group 18-25: Among 12 people Salary increase is most important to 10 and Motivational talk is least important to 6.
- ✈ Age group 26-32: Among 3 people Salary increase is most important to 2 and Motivational talk is least important to 2.
- ✈ Age group 33-39: There is no respondent in this age group.
- ✈ Age group 40-Above: There is no respondent in this age group.

Part-timer Female:

- ✈ Age group 18-25: Among 10 people Salary increase is most important to 6 and Motivational talk is least important to 8.
- ✈ Age group 26-32: There is no respondent in this age group.
- ✈ Age group 33-39: There is no respondent in this age group.
- ✈ Age group 40-Above: There is no respondent in this age group.

Interpretation:

As most of the part-timer employees are undergraduate student the respondents are limited to mostly young group. They are hired by HR and they have agreement with GP about their salary. They work in fixed per hour salary which does not change whatever if they work for long time. There are such people who worked there for 3 years and more but their salary still the same as first. This reflection we can see in the part timer group. Both male and female employees respond the same. They need a salary increment offer with the longevity of their job. And motivational talk is least important to them than other factor. Because when the other factors fulfilled them will get automatically motivate without any extra motivational talks.

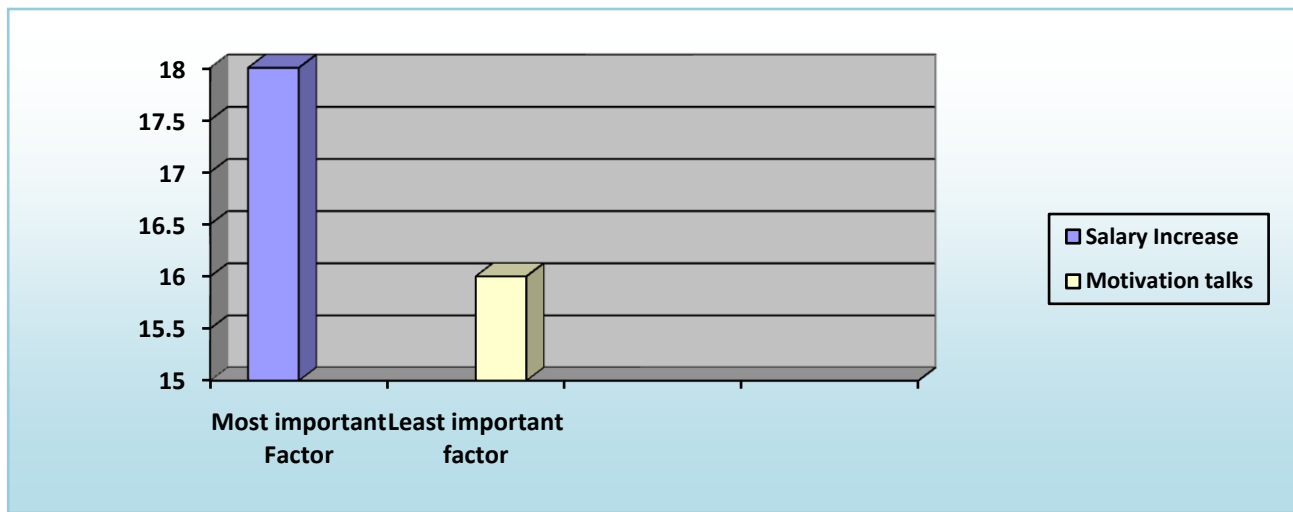


Figure 4.1.2: Most important and least important factors of part time employee.

Comparison:

There is a common fact that Motivation talk is least important to both the part timer and full timer group. To the full timer group Promotion and Leave get most priority whether in part timer group Salary increase get the highest priority. Most of the permanent employees have some family responsibility and already started their career. So to spend more time with family and to get a good position in career they are likely to get motivated in these two factors. Part time employees are still maximum students and haven't started their main career yet. They are most focused in salary increment because it will make them self-dependent.

Question 4.2:

My work place has a friendly environment:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	6	1				4.85
26-32	5	2				4.71
33-39		1				4
40-Above						0
Total	11	4				

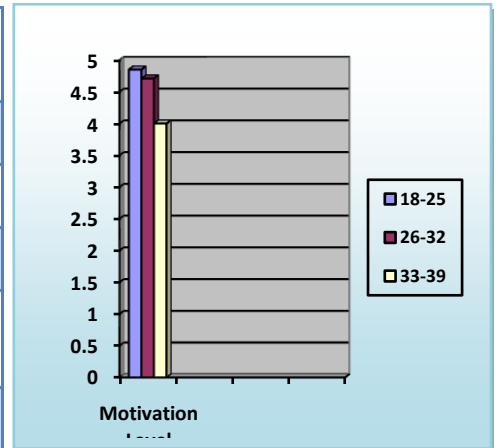


Table No: 4.2.1: Distributed Responses of Full timer male

Figure: 4.2.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	1				4.5
26-32	1	4	1			4
33-39		1	1			3.5
40-Above						
Total	2	6	2			

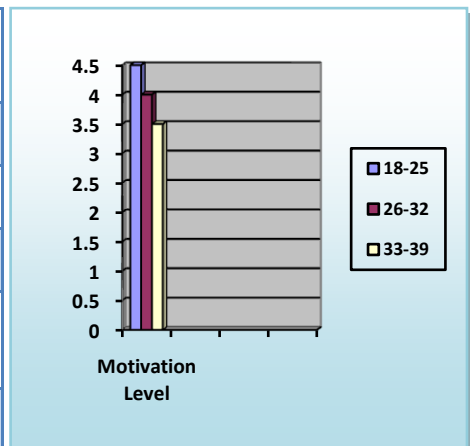


Table No: 4.2.2: Distributed Responses of Full timer female

Figure: 4.2.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	7	5				4.58
26-32		3				4
33-39						0
40-Above						0
Total	7	8				

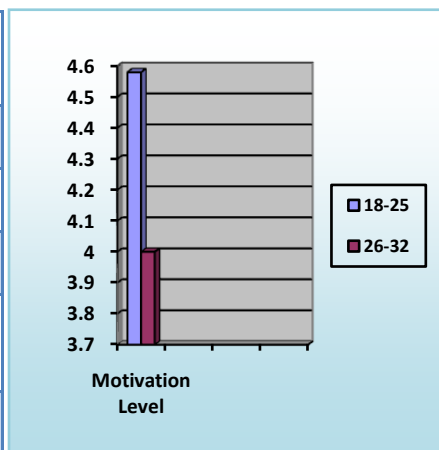


Table No: 4.2.3: Distributed Responses of Part timer male

Figure: 4.2.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	5	4		1		4.2
26-32						0
33-39						0
40-Above						0
Total	5	4		1		

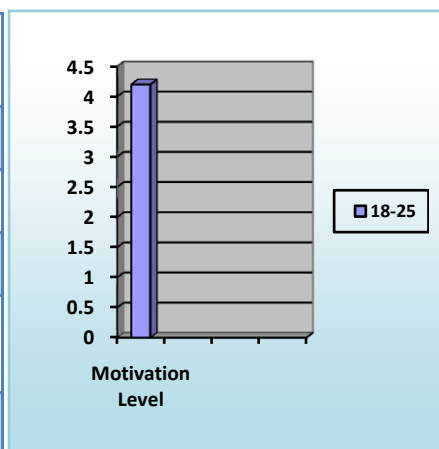


Table No: 4.2.4: Distributed Responses of Part timer female

Figure: 4.2.4

Interpretations and comparison:

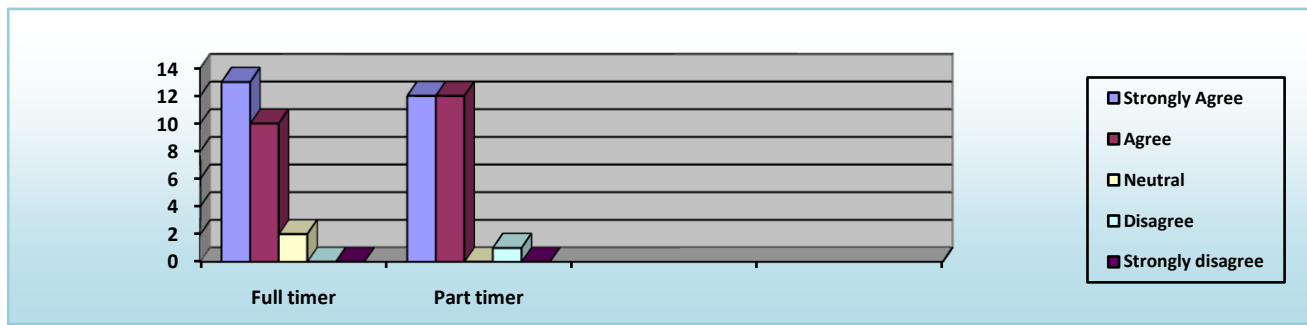


Figure: 4.2.5: Different Motivational Level

Motivation is not only an internal thing come from the employee. The organizations also need to be ensuring that it provides all the opportunities for the employees so that they can get motivated. Working place is a place where people spend maximum time of a day. The environment plays a very important role because if the employees do not feel comfortable it would be really hard to concentrate in their job. And the lacking of concentration towards his or her duty will definitely create a huge hurdle for the company to reach the goal. So I choose the question of friendly environment to know how comfortable of Grameenphone Ltd.'s working environment is. This is a primary object of motivation. Friendly environment itself is a power booster to the motivation. Employees may not happy with their salary, with their appraisals but a friendly environment can decrease this problem in a high rate. They love to come in office and can work in a low pressure. It can also reduce the turnover rate and unplanned leave of the employees.

If we consider about the contact center of Grameenphone ltd it need to be friendly to make purpose successful. Everyday they have to handle more than thousands of queries which are different in nature. Obviously employees need to depend on each other to provide the service. If the environment is not friendly it is quite a big problem to do duty. And it can create a problem of motivation and also can be a problem for the GP. Employees also need to have to have the access to talk about any service related problems in other concerned unit and also with the supervisors because there are many technical issues which can be resolved only by the supervisors.

From the above figures and tables we can find that both group of employees part timer and full timer respond in strongly agree and agree part about the friendliness of the environment. Among 25 full timers 13 are strongly agree, 10 are agree, 2 is neutral about the statement. Among 25 part timers 12 are strongly agree, 12 are agree and only 1 is disagree. So we can say that employees are highly motivated in case of their friendly work environment where full timers are more motivated here than the part timers. Full timers spend more than 9 hours in the work place which is higher than the part timers. So they are more dependent to each other and they understand the environment more deeply. Even they are also a part of the friendly environment. So the respond from the full timers come more positively that the part timers.

Question 4.3:

I am satisfied with the support from the HR department:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		5	2			3.71
26-32		7				4
33-39			1			3
40-Above						0
Total		12	3			

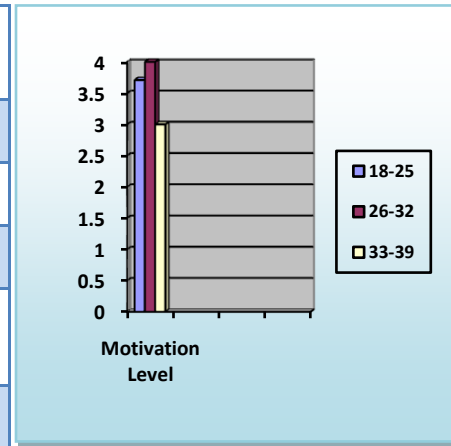


Table No: 4.3.1: Distributed Responses of Full timer male

Figure: 4.3.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		1	1			3.5
26-32	2	1		3		3.33
33-39			1	1		2.5
40-Above						
Total	2	2	2	4		

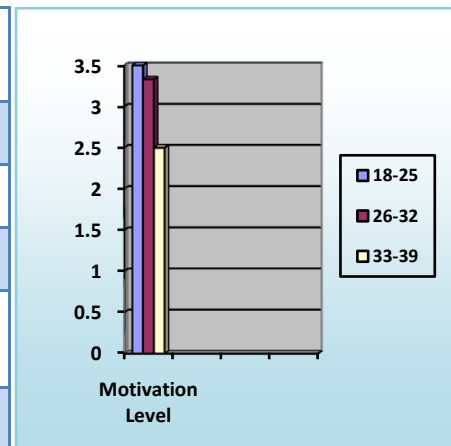


Table No: 4.3.2: Distributed Responses of Full timer female

Figure: 4.3.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		10	2			3.83
26-32			2	1		2.67
33-39						0
40-Above						0
Total		10	4	1		

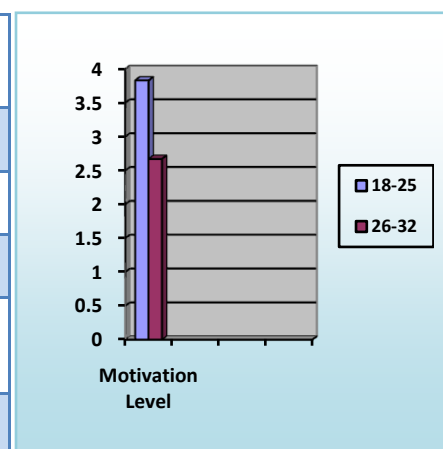


Table No: 4.3.3: Distributed Responses of Part timer male

Figure: 4.3.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2	2	3	3		3.3
26-32						0
33-39						0
40-Above						0
Total	2	2	3	3		

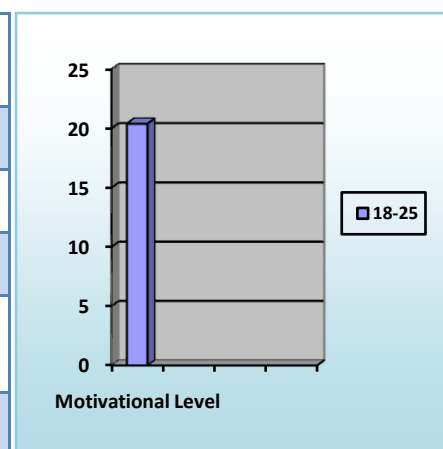


Table No: 4.3.4: Distributed Responses of Part timer female

Figure: 4.3.4

Interpretations and comparison:

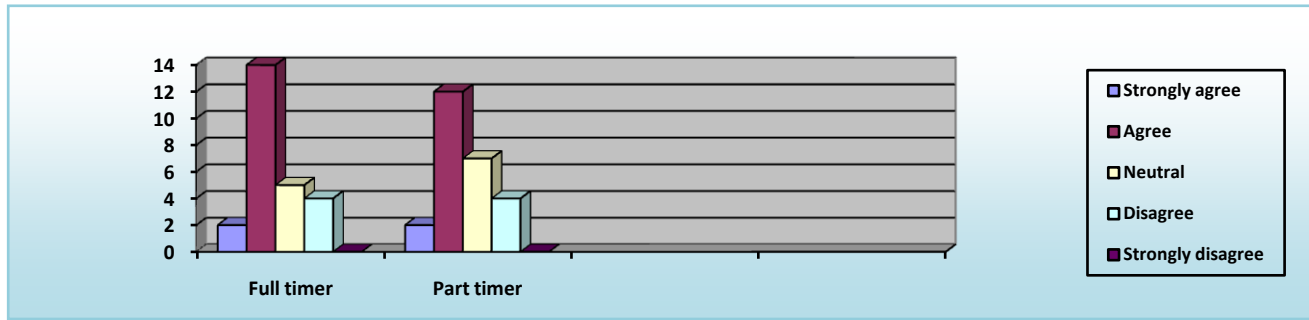


Figure: 4.3.5: Different Motivational Level

In the organization part I have already mention about the functional department of GP. But Human resource dept. is such a department which fixed the strategy for the people and ensures implementation. Each department seeks support from the HR and employees also welcomes positive changes make from the HR department. Support from the HR department is a very sensitive issue for employees. They think HR is here to handle their problems and make new changes to make their life easier. When they have the support from the HR it helps them to contribute more to the company with higher motivation.

Like the other department contact center is also seeks support from HR. Without HR support it would be really hard to them to maintain work pressure. As the work nature of a call center is genuinely different from the other divisions. They have flexible roasters start from 7am end at 12am. HR needs to make the strategy different for the contact center. As an example, the other division employees where request for in general two fixed time transport pick and drop services; pick at 8am and drop at 5pm. The contact center employees need to select various time for transport depend on their roaster. And it is a demand for their work purpose. If the HR failed to provide this facility to the contact center employees it would be highly de-motivating.

Among 25 full timers only 2 are strongly agree with the statement that he is satisfied from the support of HR department which is of course low. 14 are agree, 5 are neutral and 4 is totally disagree. That indicates that employees are not happy from the support of the HR department. They think there are more options to do better. Among 25 part timers 2 are strongly agree, 12 are agree, 7 is neutral and 4 is totally disagree. So we can see that part timers also think HR can be more supportive. I have already explained HR support is a very sensitive issue. The survey result is not that much positive though acceptable. But if it falls down more negatively it would be a rising concern for the company. Before it go more down HR need to work to established their image as they are always here to support. Either it would create a negative image of HR to the employees and after facing the problem for some more time employees will start to get de-motivated. The average of the full timer is slightly higher than the part timers so we can say that full timers are more motivated as they get more support from the HR.

Question 4.4:

My company's internal image is consistent with its external one:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2	3	2			4
26-32		3	4			3.43
33-39			1			3
40-Above						0
Total	2	6	7			

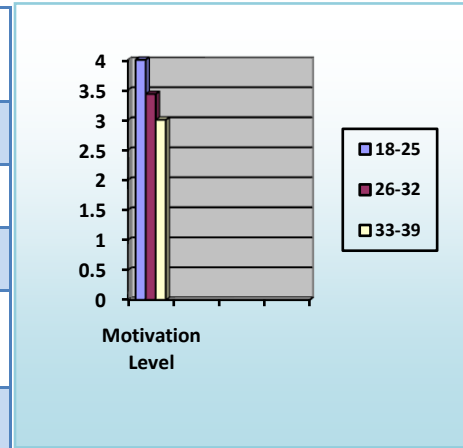


Table No: 4.4.1: Distributed Responses of Full timer male

Figure: 4.4.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		2				4
26-32		3	2	1		3.33
33-39		1		1		3
40-Above						0
Total		6	2	2		

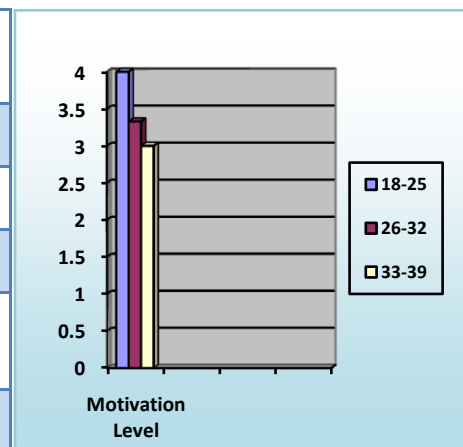


Table No: 4.4.2: Distributed Responses of Full timer female

Figure: 4.4.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2	7	3			3.91
26-32	1	1			1	3.33
33-39						0
40-Above						0
Total	3	8	3		1	

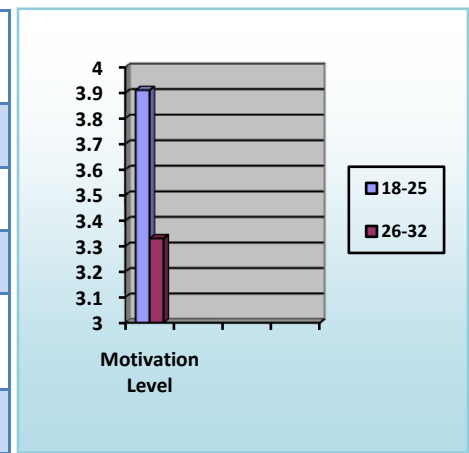


Table No: 4.4.3: Distributed Responses of Part timer male

Figure: 4.4.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	4	3	2		3.4
26-32						0
33-39						0
40-Above						0
Total	1	4	3	2		

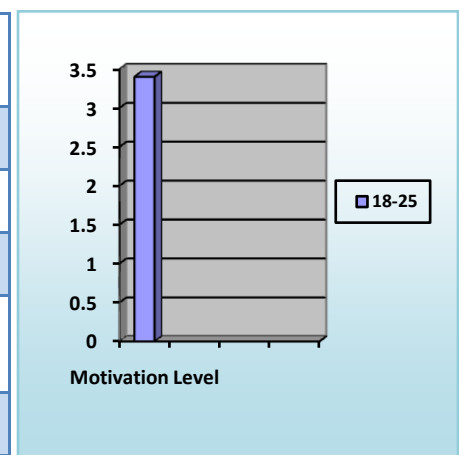


Table No: 4.4.4: Distributed Responses of Part timer female

Figure: 4.4.4

Interpretation and comparison:

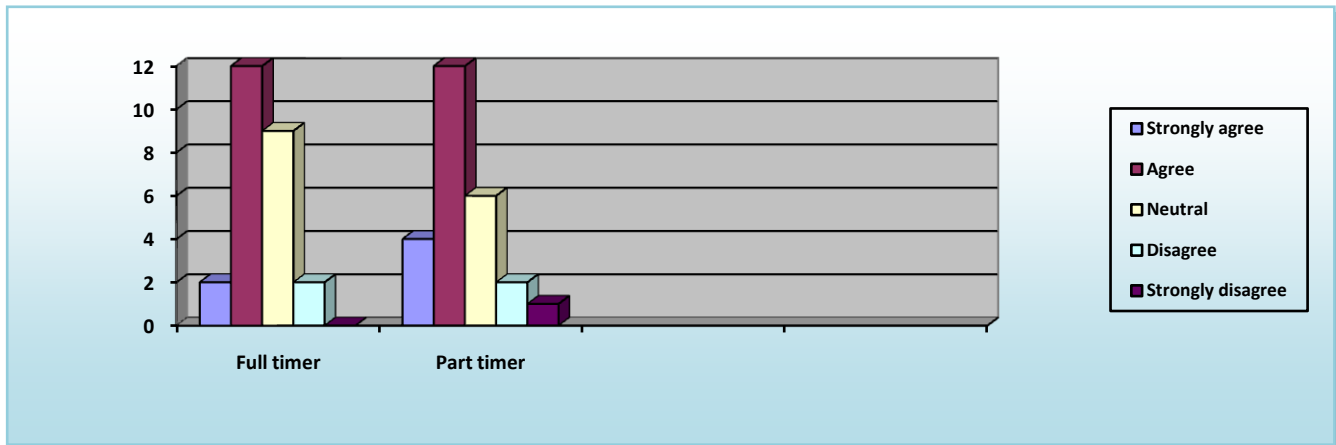


Figure: 4.4.5: Different Motivational Level

Each employee work in a company believes that his company will behave the same as they say. If the company announces many benefits for the employees but in reality they do not keep the words it will create a high dissatisfaction among the employees. It is not only hard to accept it is impossible. Turnover rate will be higher, employees will not get motivated to perform because in return they will get the benefits they have been offered. In the long run it's not possible to run the company. Organization has to keep words and has to do the same it promised. Company's internal and external image if not same for the employee after some time definitely the employee will stop to perform. If it is same employee will feel proud of the company and he himself will feel motivated to perform more and more.

Every different department has different function to perform. Work different in nature but work for the goal set by the organization. Grameenphone set its image that it is a great place to work. It already won the best employer award from brand forum. Young generations feel interested to work here as GP is a well known corporate brand. Internally it needs to keep the same interest for the employee to work here. To stimulate interest to work and to motivated employees it need to keep its internal and external image same.

Among 25 full timers 2 are strongly agree and 2 are disagree, 12 are agree, 9 are neutral. No one is strongly disagree which indicates that they believe that their company's internal and external image is the same though some of them want to be neutral here. Among 25 part timer employee 12 is agree, 4 is strongly agree, 2 is disagree and 1 is totally disagree. 6 are neutral. The average of part timer is higher than the full timer which indicates that most of the part timers do believe in the company that they keep the same image internally and externally. In this section, part time employees are more motivated than the full time employees.

Question 4.5:

Management is really interested in motivating employees:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	3	3			4.28
26-32	2	3	2			4
33-39			1			3
40-Above						0
Total	3	6	6			

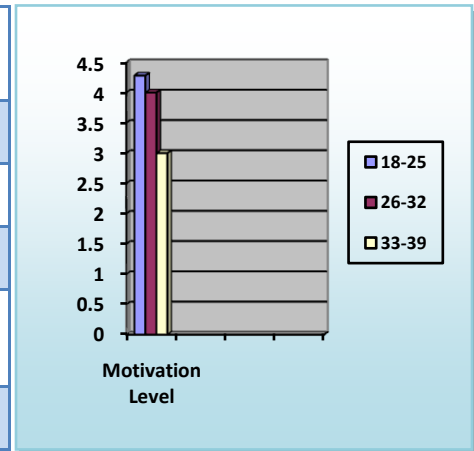


Table No: 4.5.1: Distributed Responses of Full timer male

Figure: 4.5.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		2				4
26-32	2	1		3		3.33
33-39		1		1		3
40-Above						0
Total	2	4		4		

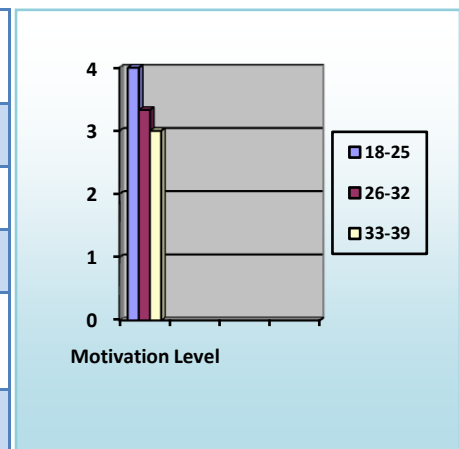


Table No: 4.5.2: Distributed Responses of Full timer female

Figure: 4.5.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	8	3			3.83
26-32		2	1			3.67
33-39						0
40-Above						0
Total	1	10	4			

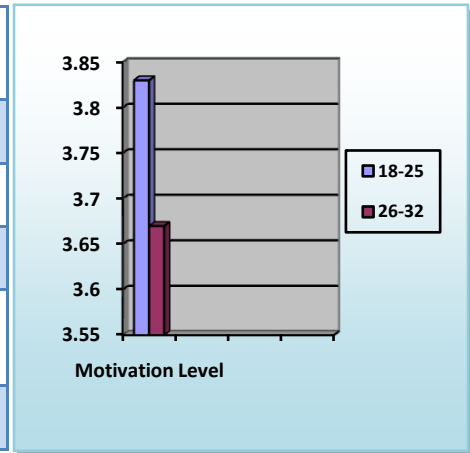


Table No: 4.5.3: Distributed Responses of Part timer male

Figure: 4.5.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	2		6	1	2.6
26-32						0
33-39						0
40-Above						0
Total	1	2		6	1	

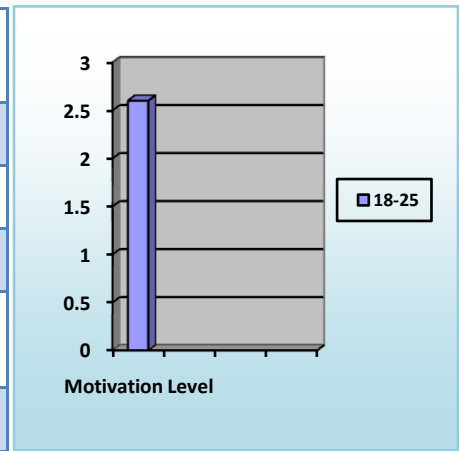


Table No: 4.5.4: Distributed Responses of Part timer female

Figure: 4.5.4

Interpretation and comparison:

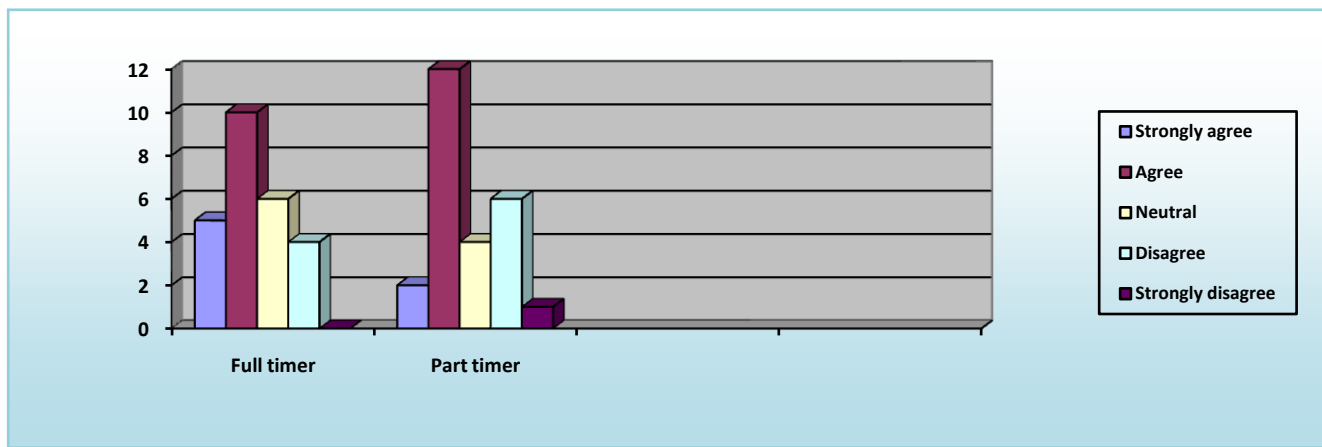


Figure: 4.5.5: Different Motivational Level

Managing a work place by full filling the requirements of employees is sometime such a hurdle to crossover. Employees need to make believe by the management that the management is really interested to do something for the employees. If management says that they are interested to make the employees motivated but do not take any initiative by which it can reflect that they are interested do not make any sense. Management not only needs to be promised to the employees they also need to take steps so that employees can understand the management interest. To make employees motivated always do not require many things; sometimes a small step can be taken to make them motivated. As an example, during Eid festival if management gift employees a ticket to their home it can also create a positive image. So management needs to take care of this issue.

Doing job in call center in most of cases is boring and monotonous, high call pressure is a serious issue in the contact center. Most of the employees get de-motivated by facing the same call pressure every day. If management does not take steps to reduce some work load, reduce the call pressure it really disappointing. But as these are long run issue, management need to do some other things which can show the employees that at least the management is know about the facts and working for it. So the employee can feel motivated.

Among 25 full timers 5 are strongly agree, 10 are agree, 6 are neutral and 4 is disagree. No one is strongly disagreeing among the full timer. Among 25 part timers only 2 is strongly agree that management is really interested to motivate, 12 is agree, 4 is neutral and 6 is disagree and only 1 is strongly disagree. The average is higher of the full time employees than the part time employees. We can say that full time employees are more motivated than the part time employees. The reasons may be full time employees get regular bonus, festival offers, regular increments. Generally these make the full time employees think that management do this to make them motivated which part time employees do not enjoy though the difference is very low between the two averages of the answers.

Question 4.6

I have good relationship with my co-workers:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	4	3				4.57
26-32	5	2				4.71
33-39		1				4
40-Above						0
Total	9	6				

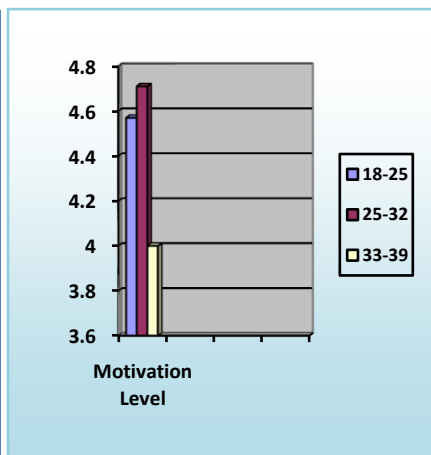


Table No: 4.6.1: Distributed Responses of Full timer male

Figure: 4.6.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2					5
26-32	3	2	1			4
33-39	1		1			4
40-Above						0
Total	6	2	2			

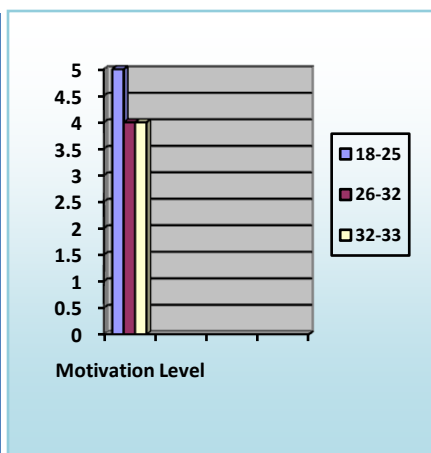


Table No: 4.6.2: Distributed Responses of Full timer female

Figure: 4.6.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	8	4				4.67
26-32		3				4
33-39						0
40-Above						0
Total	8	7				

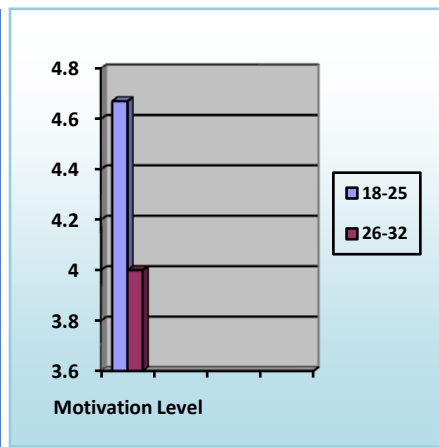


Table No: 4.6.3: Distributed Responses of Part timer male

Figure: 4.6.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	3	7				4.3
26-32						0
33-39						0
40-Above						0
Total	3	7				

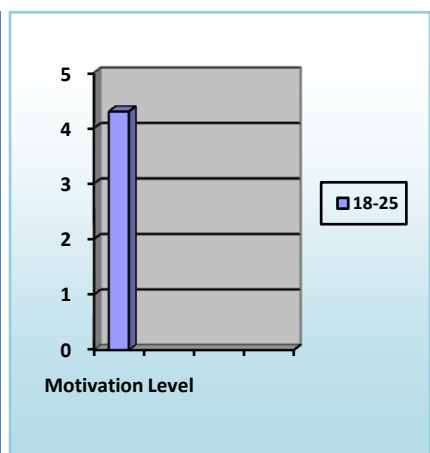


Table No: 4.6.4: Distributed Responses of Part timer female

Figure: 4.6.4

Interpretation and comparison:

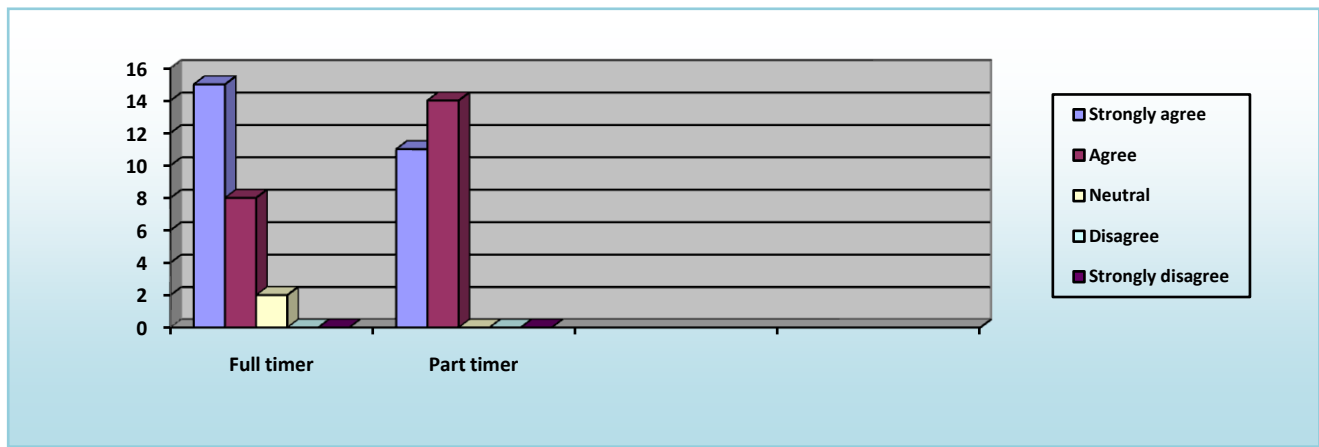


Figure: 4.6.5: Different Motivational Level

After home the place we spend more time is our office. Co-workers become like a family. We share our problems, bonding, and dependency on them which help us to become relax and pressure free in the office. The opposite just can spoil the whole thing and make the work life miserable. People stop enjoy work and perform less. This also becomes a problem for the organization culture.

Normally Grameenphone Ltd. have a friendly culture and they environment force the employee to behave well with others. Much type of people come together and works. It is not possible to match the mentality with everyone. But to reach goal it is a must that people trust and understand others and respect. In the contact center employees depend on each other for knowledge sharing, problem solving and various queries. It is quite impossible to serve the customers without the help with the co-workers. The environmental influence and the job type help the employees to keep good relationship.

Among 25 full timers 15 are strongly agreed, 8 are agreed and 2 respond as neutral. No respond came as disagree or strongly disagree. Among 25 part timers 11 respond as strongly agree, 14 are agree. No one respond as neutral, disagree and strongly disagree. The average of full timers slightly higher than the part timers which means the full timers are more motivated than the part timers in the maintaining of good relationship with co-workers. The reason behind is full timers spend more time in the office than the part timers. Part timers come in office generally after doing classes. Normally they feel tired and spend less time in interact with others. On the other hand full timers do lunch together, spend break time together which enhance their bonding. But as the difference is very low we can understand that both group are motivated when the good relationship with co workers come as motivational object.

Question 4.7:

I enjoy reasonable periodical increases in my salary

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	2	3	1		3.42
26-32	6		1			4.71
33-39		1				4
40-Above						0
Total	7	3	4	1		

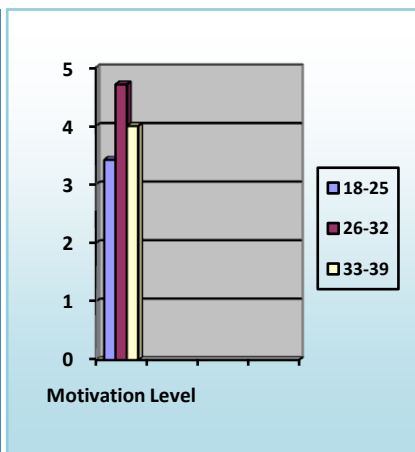


Table No: 4.7.1: Distributed Responses of Full timer male

Figure: 4.7.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		1		1		3
26-32	3	1	1	1		4
33-39	2					5
40-Above						0
Total	5	2	1	2		

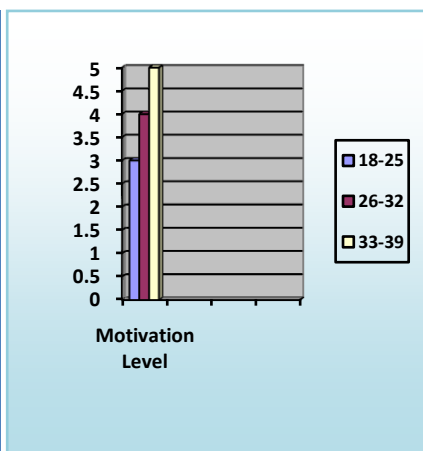


Table No: 4.7.2: Distributed Responses of Full timer female

Figure: 4.7.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	4	2	4	1	3
26-32	2				1	3.67
33-39						0
40-Above						0
Total	3	4	2	4	2	

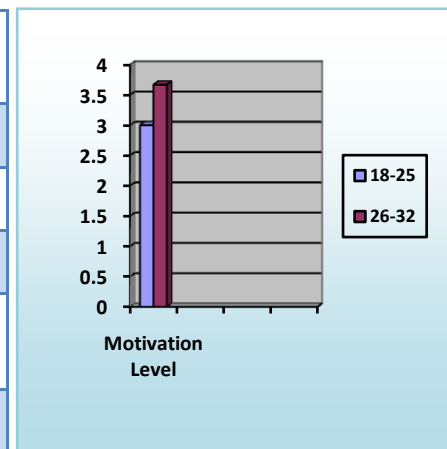


Table No: 4.7.3: Distributed Responses of Part timer male

Figure: 4.7.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2	2	2	2	2	3
26-32						0
33-39						0
40-Above						0
Total	2	2	2	2	2	

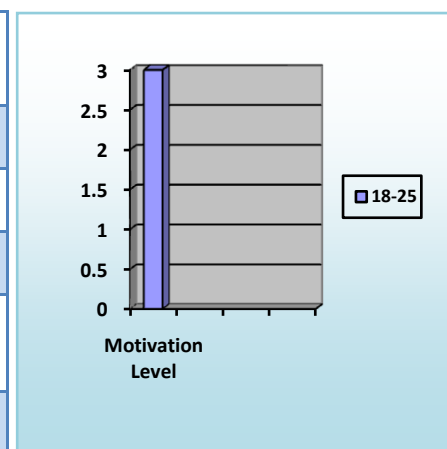


Table No: 4.7.4: Distributed Responses of Part timer female

Figure: 4.7.4

Interpretation and comparison:

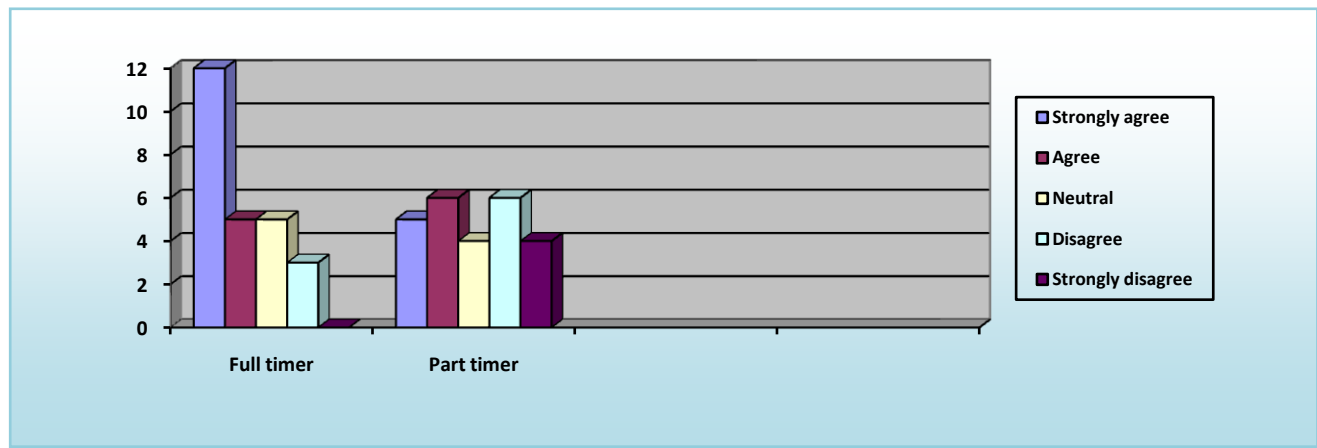


Figure: 4.7.5: Different Motivational Level

Salary is one of highest point to motivate people. More work, more salary means more gain for the employee. The role of salary is no need to explain. Salary itself is a motivation.

Grameenphone offers good packages of salary to the employee. They offer comparatively good salary to the permanent employees of contact center than the other company. Part timers also get good wages. They earn on per hour they work. Full timers work on a fixed salary per month. Along with salary they get bonuses and facilities which part timers do not have.

Among 25 full timers 12 are strongly agreed, 5 are agreed and neutral, 3 are neutral. No response came as strongly disagree. The part timer's response as the following: 5 are strongly agreed, 6 are agreed and disagree, and 4 are neutral and strongly disagree. The average of full timers are much high than the part timers. Because full timers enjoy regular increments depends on their service period, they get yearly bonus, festival bonus, also get a part of the profit company earns. So they respond very positively. But the part timers do not get any of the bonus neither get any part of the profit. They only get per hour wages though they are also a part of the company and contribute to the profit. Even if a part timer works for many days e.g. more than 1 year he does not get any increment in his salary.

Question 4.8:

There is an effective performance monitoring system in my company:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2	2	2	1		3.71
26-32	6	1				4.85
33-39			1			3
40-Above						
Total	8	3	3	1		

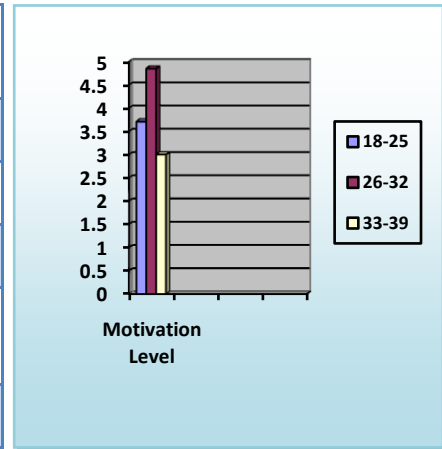


Table No: 4.8.1: Distributed Responses of Full timer male

Figure: 4.8.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		1		1		3
26-32	3	3				4.5
33-39	1	1				4.5
40-Above						0
Total	4	5		1		

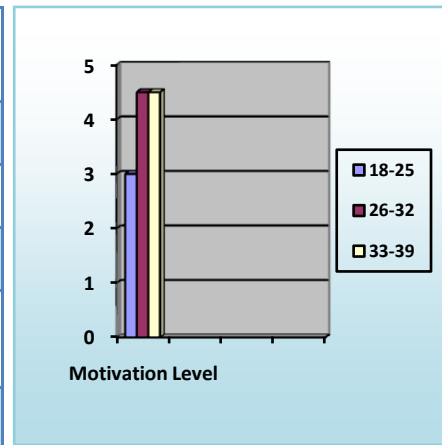


Table No: 4.8.2: Distributed Responses of Full timer female

Figure: 4.8.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	5	5	1	1		4.16
26-32	1	2				4.33
33-39						0
40-Above						0
Total	6	7	1	1		

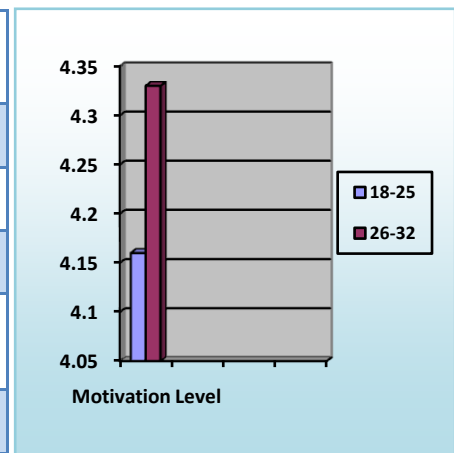


Table No: 4.8.3: Distributed Responses of Part timer male

Figure: 4.8.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	4	6				4.4
26-32						0
33-39						0
40-Above						0
Total	4	6				

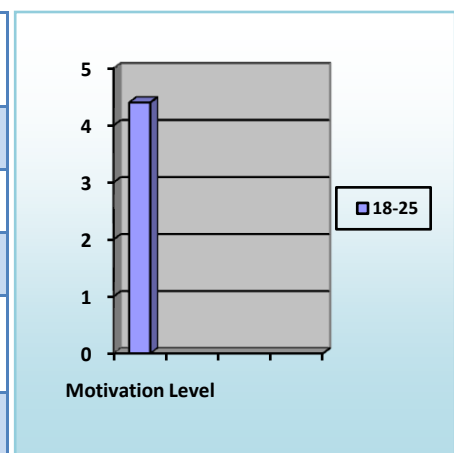


Table No: 4.8.4: Distributed Responses of Part timer female

Figure: 4.8.4

Interpretation and comparison:

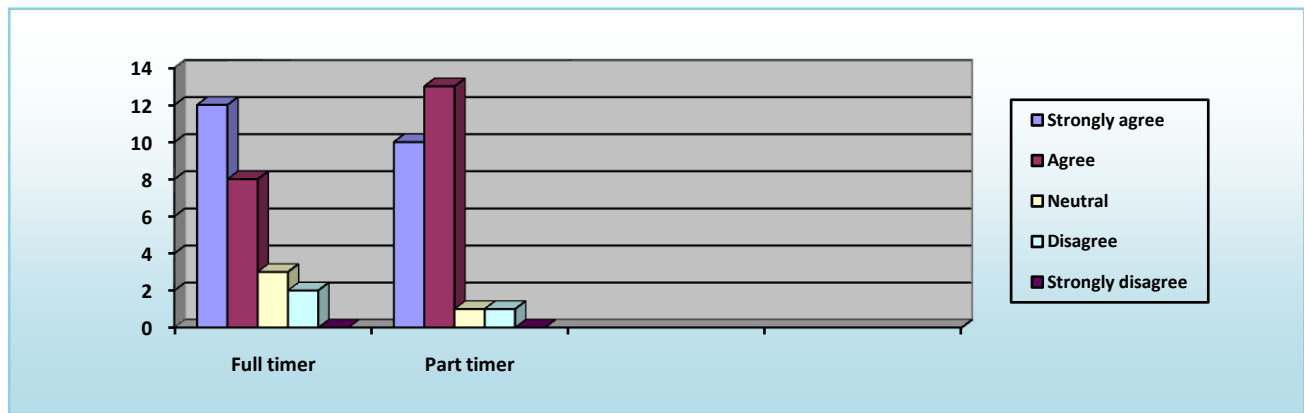


Figure: 4.8.5: Different Motivational Level

Every company fixed a target in the beginning of the year and after that task is distributed among different units. And employees perform according to the need of the company. But without effective performance monitoring system some may be performs but others will not feel to perform according to the need. To give the appreciation to the exact person the performance monitoring system need to be flawless. Otherwise it would not make any sense to monitor the performance because it would fail to identify who is really performing.

For every functional department they have different monitoring system to check performance. In the contact center the main performance monitor is the supervisors who use various tools to monitor employee's performance and measure the performance on business ranking. Ranking started from 4 and ended at 0. Below 3 is low performer. Ranking measures by number of quality calls, adherence, sales target fulfillment. The tools uses to monitor are 99% false free. If any employee found any discrepancy he can inform the supervisor for recheck. So supervisors' get accurate information about the performance mostly. Performance indicator set by the management as per company need.

Among 25 full timers 12 are strongly agree, 8 are agree, 3 are neutral and 2 are strongly agree. Among 25 part timers 10 are strongly agree, 13 are agree, 1 is response as neutral and disagree. No one from the both group response as strongly disagree. The average is higher of the part timers than the full timers. The part timers are motivated because they spend less time than the full timers but they perform well than the full timers most of the time because the job type is repetitive. One reason is the target is normally low for the part timers because they work less than full timers. Many of the full timers think the management should introduce two different performance monitoring system for the full timers. Nonetheless both of the groups think a few changes can make it more effective e.g. change some criteria of a quality call.

Question 4.9:

Job security exists in my company:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		4	2	1		3.42
26-32	2	4	1			4.14
33-39	1					5
40-Above						0
Total	3	8	3	1		

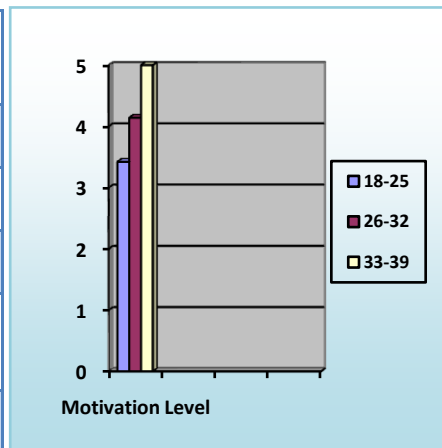


Table No: 4.9.1: Distributed Responses of Full timer male

Figure: 4.9.2

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		1		1		3
26-32	2	1		3		3.33
33-39			1	1		2.5
40-Above						0
Total	2	2	1	5		

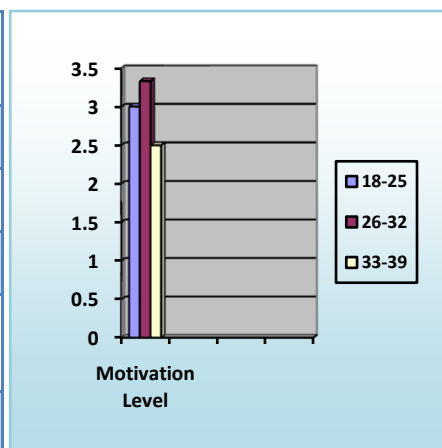


Table No: 4.9.2: Distributed Responses of Full timer female

Figure: 4.9.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2	6	3	1		3.75
26-32		2	1			3.67
33-39						0
40-Above						0
Total	2	8	4	1		

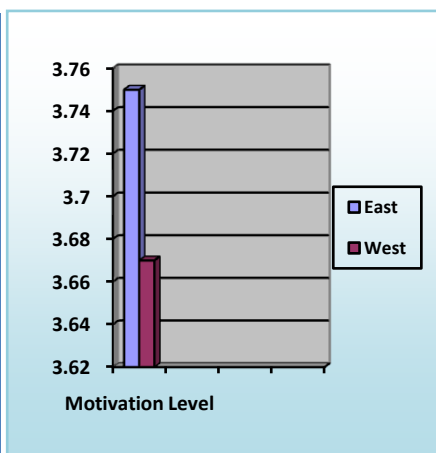


Table No: 4.9.3: Distributed Responses of Part timer male

Figure: 4.9.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		5	3	2		3.3
26-32						0
33-39						0
40-Above						0
Total		5	3	2		

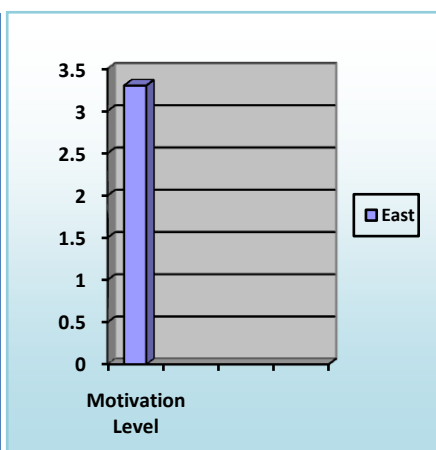


Table No: 4.9.4: Distributed Responses of Part timer female

Figure: 4.9.4

Interpretation and comparison:

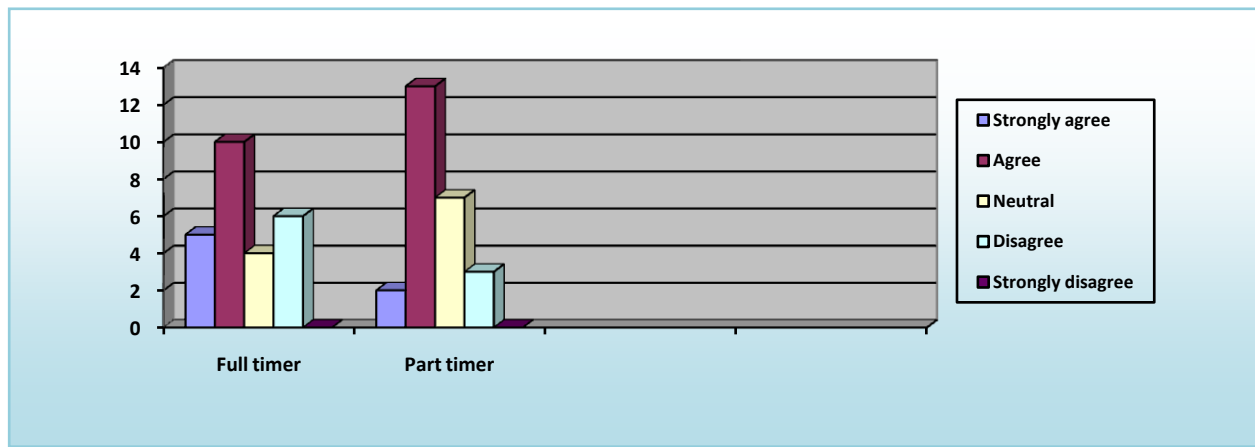


Figure: 4.9.5: Different Motivational Level

Before a time there was a general view about private companies job that job in a private company do not have any job security. People were more interested to join government office because those jobs were secured. Now situation is much improved. People interested to join private organizations because of the reputation, branding, higher salary than government offices, and the job is also secured than previous time. Without job security it's really tough to become a decision maker. It generates deficient of motivation. Even some time people forced to do a wrong thing in the fear of losing job.

Few years back Grameenphone was also considered one of the typical private organizations. But by its own endeavor it is now one of the brand employers of Bangladesh. It creates great opportunity for people to prove themselves. People do not get sack if they do not violate the code of conduct. Or behave such which totally goes opposite of the company's values and image. In the contact center if people perform very low they get chance to improve performance but if even after a long period they do not perform to the expectation they are requested to leave the job.

Among 25 full timers 5 are strongly agree with the statement that job security exist in the company, 10 are agree, 4 are neutral, 6 are disagree but no one respond as strongly disagree. Among part timers only 2 are strongly agree that their job is secured, 13 are agree, 7 are neutral, 3 are disagree. The motivation level is the same for the motivation object. The average of the both group is same. But the average is only 3.56 which should be more like a company of Grameenphone Ltd. The management has more many things to improve so that the motivational level can be higher. One reason behind that is if anyone misbehaves with the customer from the 121 hotline it is also seen as a violation of code of conduct. But it is really tough to control the annoyance in a high call pressure.

Question 4.10:

I have opportunities for getting promotion in this organization:

Full timer male

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	1		5		2.71
26-32	2	2	2	1		3.71
33-39	1					5
40-Above						
Total	4	3	2	6		

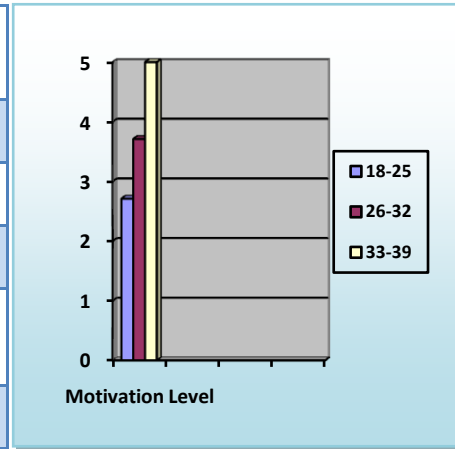


Table No: 4.10.1: Distributed Responses of Full timer male

Figure: 4.10.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		1		1		3
26-32	2		2	2		3.33
33-39	1		1			4
40-Above						0
Total	3	1	3	3		

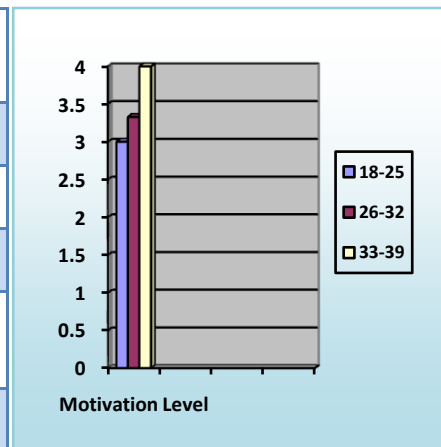


Table No: 4.10.2: Distributed Responses of Full timer female

Figure: 4.10.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	6	4		1	3.5
26-32		1	1	1		3
33-39						0
40-Above						0
Total	1	7	5	1	1	

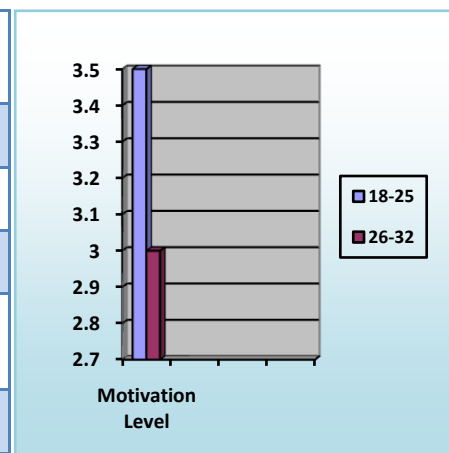


Table No: 4.10.3: Distributed Responses of Part timer male

Figure: 4.10.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		3	5	2		3.1
26-32						0
33-39						0
40-Above						0
Total		3	5	2		

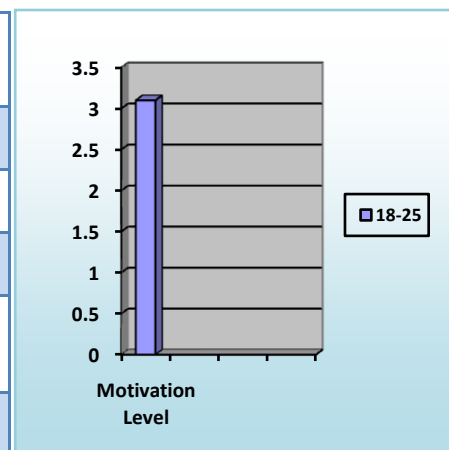


Table No: 4.10.4: Distributed Responses of Part timer female

Figure: 4.10.4

Interpretation and comparison:

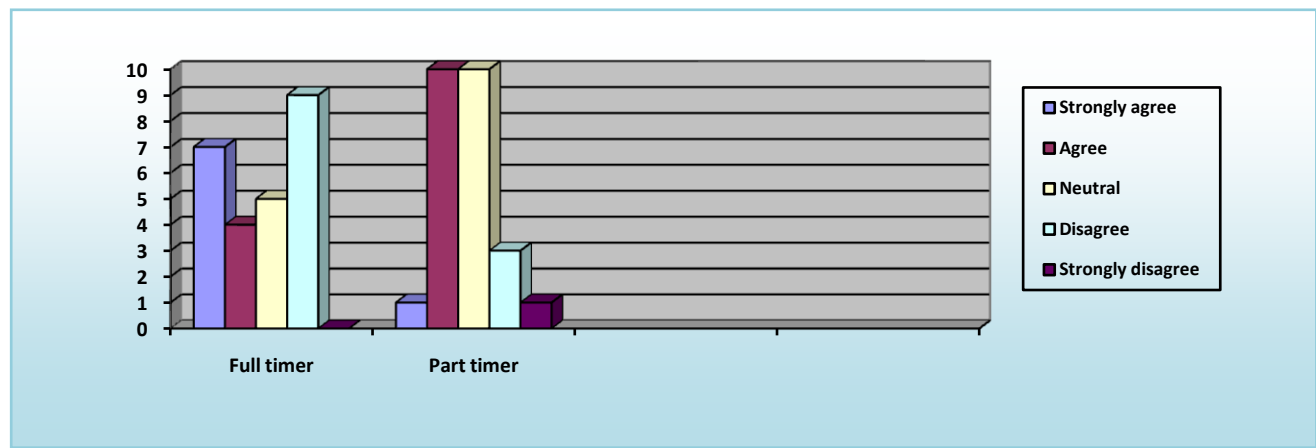


Figure: 4.10.5: Different Motivational Level

Getting promoted is a very important part of career which helps the people to reach a new edge of the career life, bring new responsibilities and changes. And it leads the people to a new motivational peak. Promotion is an accomplishment earned by the employee by his effort, hard work. It motivates the employee to give more to the company. But of course it is important that only those people must be promoted who deserve to be promoted. Otherwise other will be demotivated and start trust on the management. Generally it creates huge dissatisfaction among employees. If the right people get the right place it encourages others to contribute.

Grameenphone generally offer many internal post in their intranet by which way people can change their department. However they have to go through written exams and interviews for the new post. Within the contact center they get chance to be promoted on their total service year which is regular, sometimes if any new post created they get promoted and they can also apply for the vacant position. For the TEAM LEADER position they have to go through 5 or more steps to qualify themselves.

Among 25 full timers 7 are strongly agree, 4 are agree, 5 are neutral, 9 are disagree and no one respond as strongly disagree. On the other hand along with part timers 1 is strongly agree, 10 are agree and 10 are neutral, 3 are disagree, 1 is strongly agree. The average motivation level is higher of the full time employees although the difference between part timers and full timers are not very much. But promotion is a very important part of the motivation process. Both of the average is not satisfactory. That means no group is satisfactory satisfied with their promotion process still full timers are higher motivated than the part timers. Full timers enjoy some benefits. They enjoy regular promotion, they can apply in many post internally offered because those post require experiences as full timers. Part timers do not enjoy these. These make the full timers more motivated.

Question 4.11:

Good safety measures are adopted in my organization:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	4	2	1			4.42
26-32	5	2				4.71
33-39	1					5
40-Above						0
Total	10	4	1			

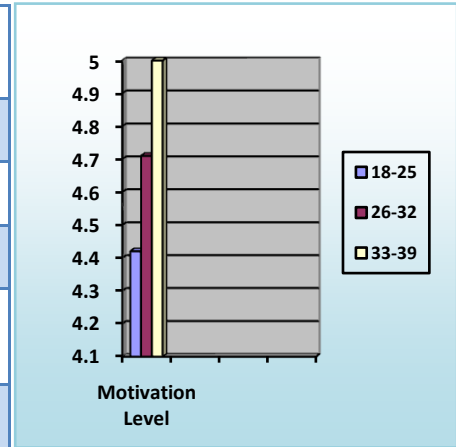


Table No: 4.11.1: Distributed Responses of Full timer male

Figure: 4.11.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2					5
26-32	3	1	2			4.16
33-39	1	1				4.5
40-Above						0
Total	6	2	2			

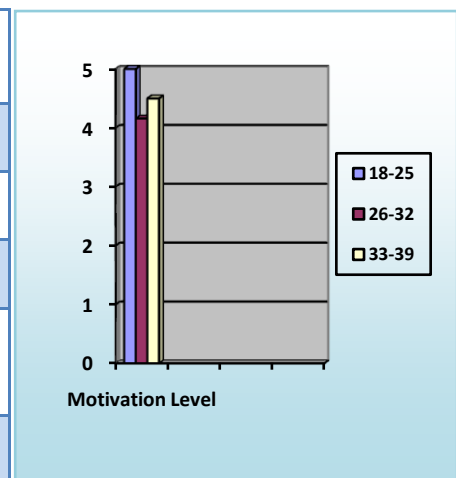


Table No: 4.11.2: Distributed Responses of Full timer female

Figure: 4.11.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25		6	3	3		4
26-32	2	1				4.67
33-39						0
40-Above						0
Total	2	7	3	3		

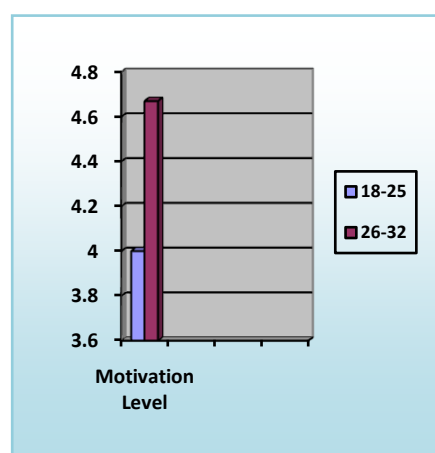


Table No: 4.11.3: Distributed Responses of Part timer male

Figure: 4.11.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	3	5	2			4.1
26-32						0
33-39						0
40-Above						0
Total	3	5	2			

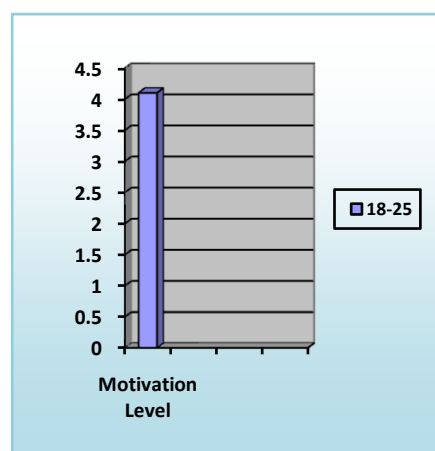


Table No: 4.11.4: Distributed Responses of Part timer female

Figure: 4.11.4

Interpretation and comparison:

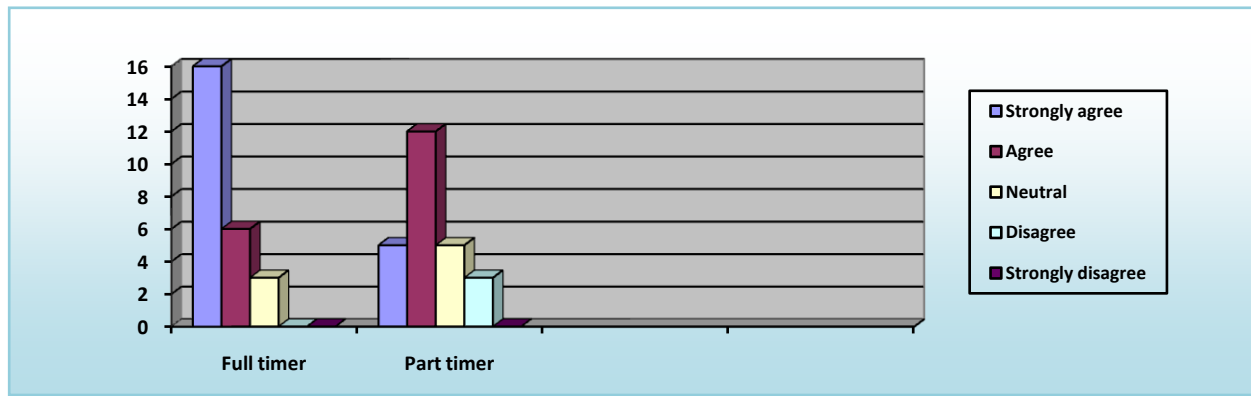


Figure: 4.11.5: Different Motivational Level

Health and safety issue is a very important aspect to perform 100%. Many jobs involved health risk. People consider their life and family while do jobs. Company must assure employees that company takes good safety measures to ensure they are risk free. Life insurance, health insurance, safe workplace, regular health checkup these are the examples of good safety measures taken. If the company itself takes the responsibility of safety then the employees can perform to their best. Because in some cases it is not possible for the employee to ensure the safety in work place e.g. fire exit in the building, smoke free etc.

Grameenphone is very restricted in the safety issue. They make sure that their every building has fire exit and fire extinguisher. They fixed some specific area to smoke. Offices are non smoking area. So they can avoid accident. They have emergency number for each building. Their lifts are regular maintained. They introduce emergency fire drill in each building. They have a different dept. name HSSE who taken care of employee's safety and health issues. In the contact center some common problem are headache, throat pain, ear pain, eye problem. Grameenphone Ltd. regular do free health checkup for all employee. There are a group of doctors who stay at the building for emergency. Contact center also have a dedicated hotline number of doctors; #58585.

Among 25 full time employees 16 are strongly agree that good safety measures taken in the company, 6 are agree and only 3 are neutral. No one respond as disagree or strongly disagree. Among 25 part time employees 12 are agree, 5 are strongly agree, 5 are neutral, 3 are disagree but no one is strongly disagree. The average is much higher of the full timers than the part timers. There are basic reasons. Full timers enjoy a retire pension scheme, life insurance, health insurance for himself and also for his family which part timers do not have. Though both type of employees enjoy free health and eye check up in the office. Full timers also enjoy some discount in few hospitals. Generally these make the full timers more motivated than the part timers in the safety measures taken for them.

Question 4.12:

Performance appraisal activities are helpful and provide encouragement:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	3	3	1			3.28
26-32	2	2	2	1		3.71
33-39			1			3
40-Above						
Total	5	5	4	1		

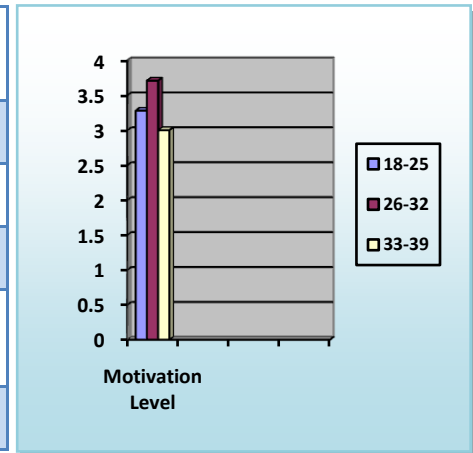


Table No: 4.12.1: Distributed Responses of Full timer male

Figure: 4.12.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1			1		3.5
26-32	1	3	1	1		3.67
33-39	1	1				4.5
40-Above						0
Total	3	4	1	2		

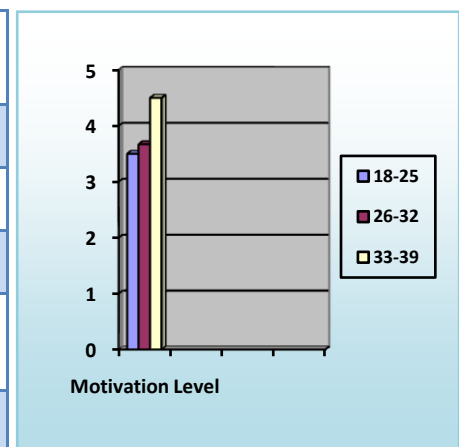


Table No: 4.12.2: Distributed Responses of Full timer female

Figure: 4.12.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	9	1	1		3.83
26-32		2	1			3.67
33-39						0
40-Above						0
Total	1	11	2	1		

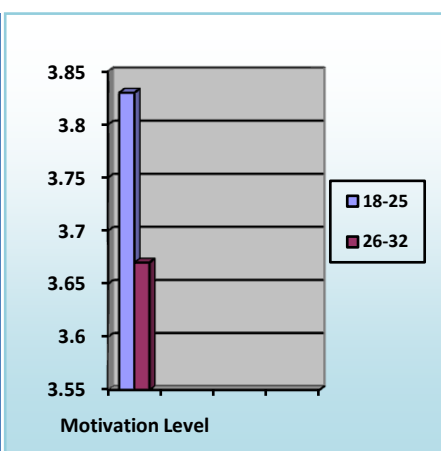


Table No: 4.12.3: Distributed Responses of Part timer male

Figure: 4.12.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2	6		2		3.8
26-32						0
33-39						0
40-Above						0
Total	2	6		2		

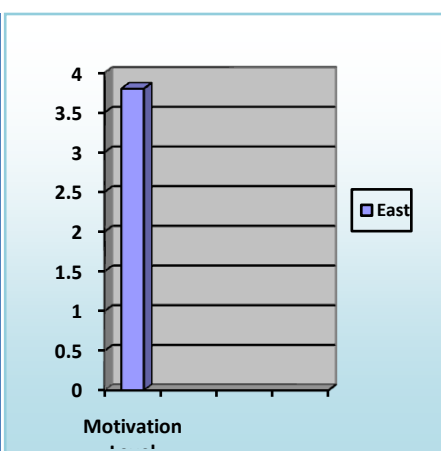


Table No: 4.12.4: Distributed Responses of Part timer female

Figure: 4.12.4

Interpretation and comparison:

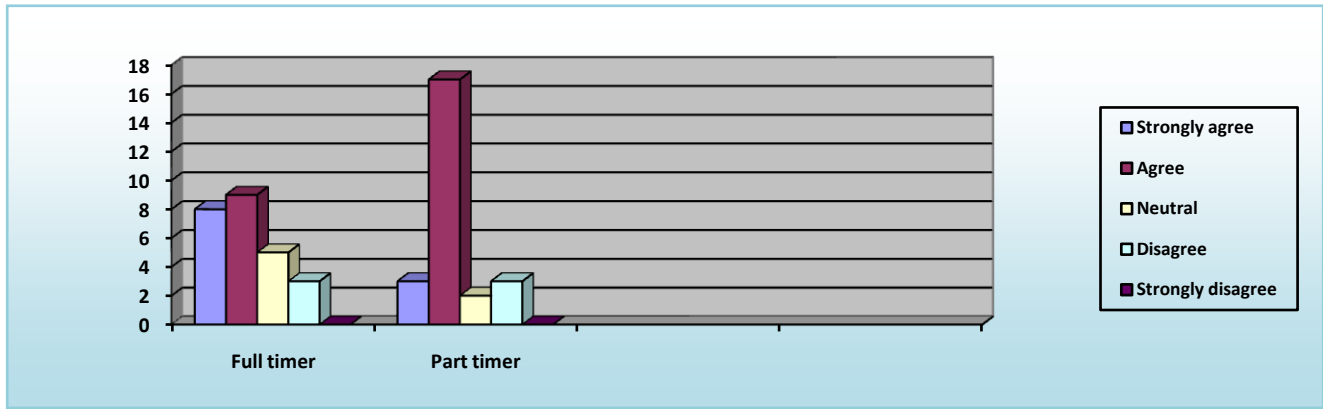


Figure: 4.12.5: Different Motivational Level

Performance indicator is the way of getting recognized and acknowledgment. Proper performance appraisal helps the employees to perform more and on the other hand improper performance appraisals decrease the performance. Wrong performance appraisal decreases the motivation level of the employee. It is also need to care that the performance appraisal process can ensure that it can indicate who are performing at the same times it can also identify who are not performing. If both type of employees get the same appraisal it will decrease the motivation level very much of the employees who are performing. So that it can helpful and work as an encouragement for the employees.

In the contact center there are 4 parts of performance appraisals. Monthly 121 discussion with supervisor, Yearly PMP (performance management process), Service quality and Sales target fulfillment. Employee's performance is measures by these four tools. Tools are updated day to day by resource management and ppd.

Among 25 full time employees 7 is strongly agree, 9 are agree, 5 are neutral and 4 are disagree while no one is strongly disagree. Among 25 part time employees 4 are strongly agree, 16 are agree, 2 is neutral and 3 are strongly disagree. No one is strongly disagreeing. The part timer's average is higher than the full times average rate of motivation of the statement: Performance appraisal activities are helpful and provide encouragement. Part timers are spending fewer times in office than full timers. As the job is monotonous spending fewer time in the job place make them more motivated to perform more. For their performance they get regular acknowledgement from the supervisors and other co-workers. These make them positive about the statement.

Question 4.13:

My co-workers are supportive and helpful:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	5	1	1			4.57
26-32	3	4				4.49
33-39	1					5
40-Above						0
Total	9	5	1			

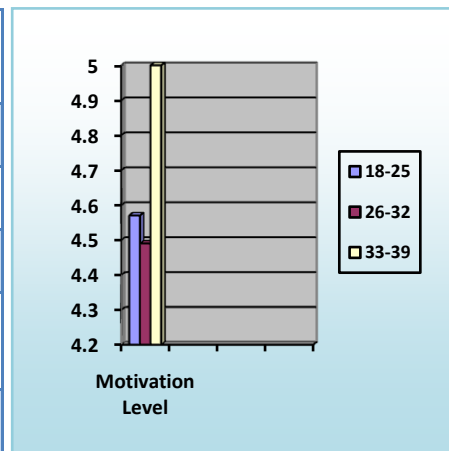


Table No: 4.13.1: Distributed Responses of Full timer male

Figure: 4.13.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	2					5
26-32	1	3	2			3.67
33-39	1		1			4
40-Above						0
Total	4	3	3			

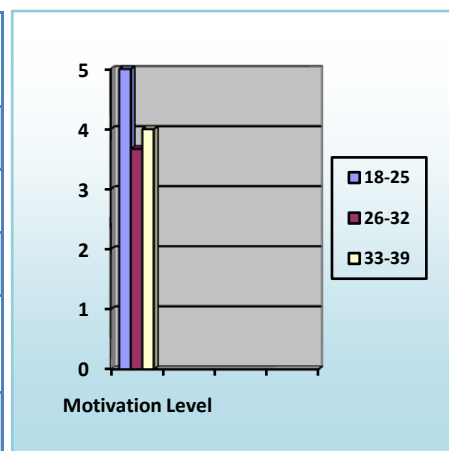


Table No: 4.13.2: Distributed Responses of Full timer female

Figure: 4.13.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	7	5				4.58
26-32	1	2				4.33
33-39						0
40-Above						0
Total	8	7				

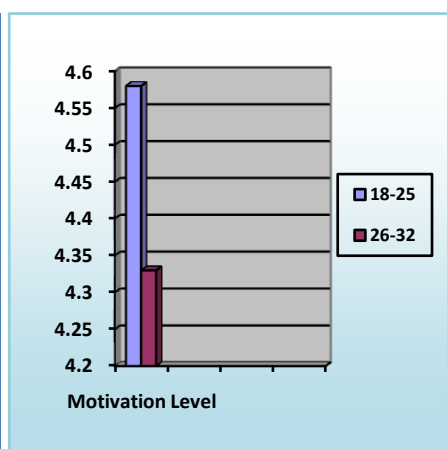


Table No: 4.13.3: Distributed Responses of Part timer male

Figure: 4.13.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	7	3				4.7
26-32						0
33-39						0
40-Above						0
Total	7	3				

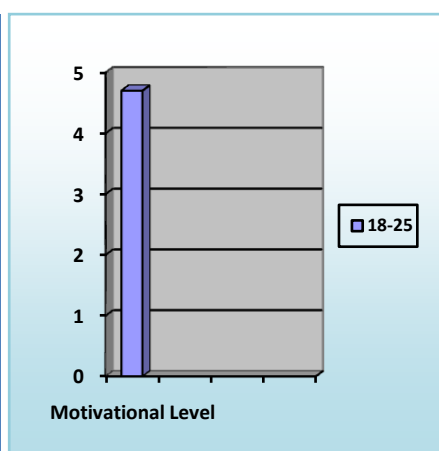


Table No: 4.13.4: Distributed Responses of Part timer female

Figure: 4.13.4

Interpretation and comparison:

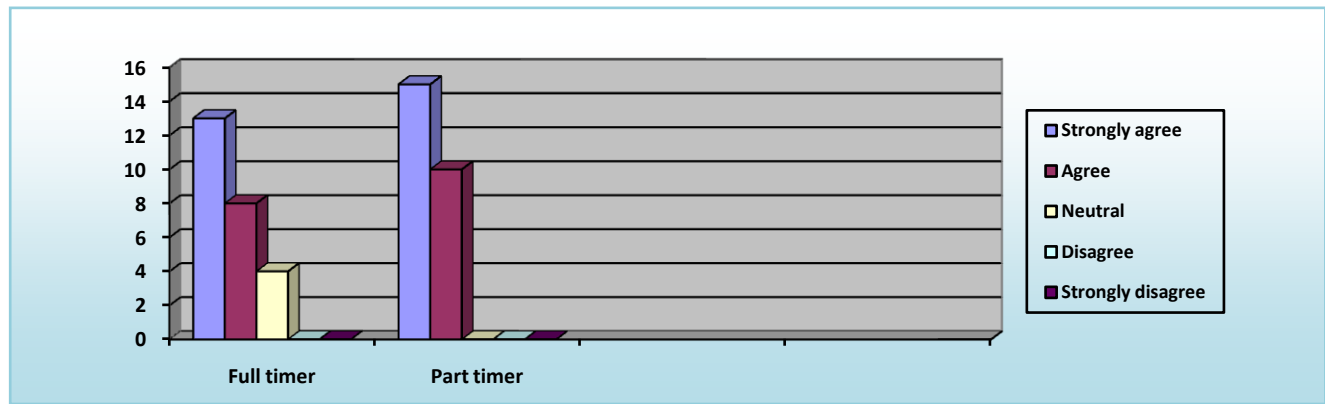


Figure: 4.13.5: Different Motivational Level

Work place is such a place where we spend more than half a day. All the co-workers are like become a family and work as a unit. The co workers play a very vital role to make environment friendly and comfortable. If co workers are not supportive it hampers the motivation level a lot. It is obvious that they will not feel comfortable to work and not likely to come office regularly. It will also create barrier to give the 100% performance of the employee. To do work in best it is very much needed that people need to get the support from colleagues.

In contact center every day they have to handle more than thousands of queries which are different in nature. Obviously employees need to depend on each other to provide the service. If co-workers are not friendly it is quite a big problem to do duty. And it can create a problem of motivation and also can be a problem for the GP. Knowledge sharing is a fact for providing service to the customers. Agents in contact center have flexible roasters. So they need to swap exchange or replace their duty regularly. If the co-workers are not supportive and helpful it would not possible for employees to maintain their work-life balance.

Among 25 full timers 13 are strongly agree that their co workers are supportive and helpful. 8 are agreed and 4 are neutral. Among 25 part time employees 15 is strongly agree and 10 is agree. No one is from the both group respond as disagree and strongly disagree. No part timers are neutral with the statement. The average motivation level is higher of part timers. We mention before, most of the part timers are students. They have their classes, exams etc. If their co workers are not supportive and helpful it would not be possible to continue the job for them because they very frequently change their roaster according to their need with another part time employee. They share very good bonding. Some of them come from the same university so they become friends while working there. These all create a very positive effect in the environment. The full timers also spend 9 to 10 hours per day in the office together which also make a bond between them. And the type of the job is such that knowledge sharing is a must. They depend on each other because they can also exchange their duty. These things raise the higher motivation level for the supportive co workers.

Question 4.14: Company recognizes and acknowledges my work:

Full timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	2	3	1		3.42
26-32		6	1			3.86
33-39		1				4
40-Above						0
Total	1	9	4	1		

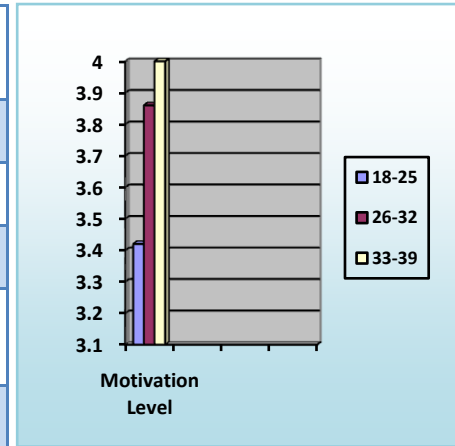


Table No: 4.14.1: Distributed Responses of Full timer male

Figure: 4.14.1

Full timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25			2			3
26-32		2	1	1	2	2.5
33-39		1		1		3
40-Above						0
Total		3	3	2	2	

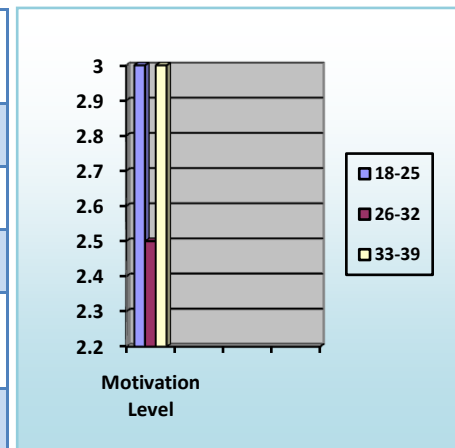


Table No: 4.14.2: Distributed Responses of Full timer female

Figure: 4.14.2

Part timer male:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	9	2			3.91
26-32			2	1		2.67
33-39						0
40-Above						0
Total	1	9	4	1		

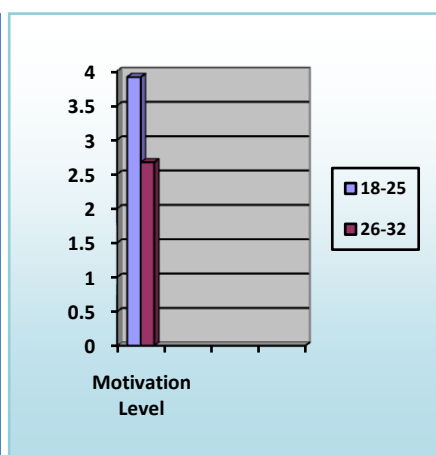


Table No: 4.14.3: Distributed Responses of Part timer male

Figure: 4.14.3

Part timer female:

Age Group	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Average
18-25	1	7		2		3.7
26-32						0
33-39						0
40-Above						0
Total	1	7		2		

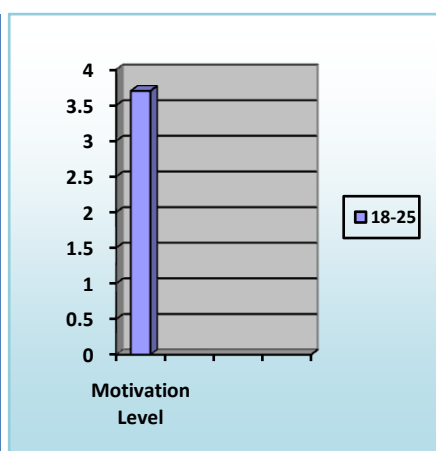


Table No: 4.14.4: Distributed Responses of Part timer female

Figure: 4.14.4

Interpretation and comparison:

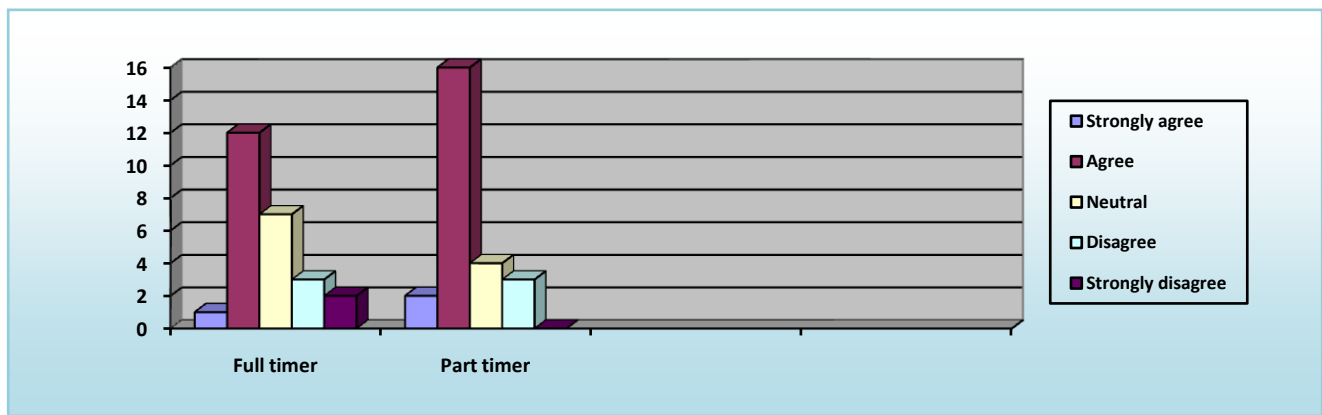


Figure: 4.14.5: Different Motivational Level

Recognition is one of the main objects of the motivation. When one gets recognize for his or her work he automatically get motivated. Without acknowledgment from the company for the work employee has been done motivation process can hampered. If the organization recognize and acknowledge the work of the employee motivation process we can say is half done. But if the company does not have enough process to recognize the good employee and acknowledgment for this employee will not perform to the expectation. At the same time over acknowledgment do not help the company to extract performance from the employee.

In the contact center, each agent has to maintain many things in one time. They have their monthly sales target, KPI (Key Performance Indicator), regular present to the office and quality service. It's not so easy to maintain the entire performance indicator together. So the company must hats off to the employees who successfully maintain their performance. And they deserve recognition and acknowledgment from the company. Proper recognition and acknowledgment can make the motivation process successful and vice versa.

Among the 25 full time employee 12 are agree, 2 are strongly agree, 5 are neutral, 3 are disagree and 2 are strongly disagree with the statement "Company recognizes and acknowledges my work". Among 25 part time students 16 are agree, 2 are strongly agree, 4 are neutral, 3 are disagree and no one is respond as strongly disagree with this statements. The average motivation level is higher of the part time employees. So we can say part timers are more motivated than full timers on the basis of recognition and acknowledgment. As we know call center job normally is monotonous it is very hard to keep the same performance everyday when the person working for 9 hours a day but at the same time part timers work for 6 hours a day. So he can concentrate more than a full timer. As a result if we compare the best employee of the month data we can see that the ratio of part timer employees selected as best performer is higher than full timers. So they appreciated more that the company recognize and acknowledgement their work.

Full timer male Vs Full timer female & Part timer male Vs Part timer female:

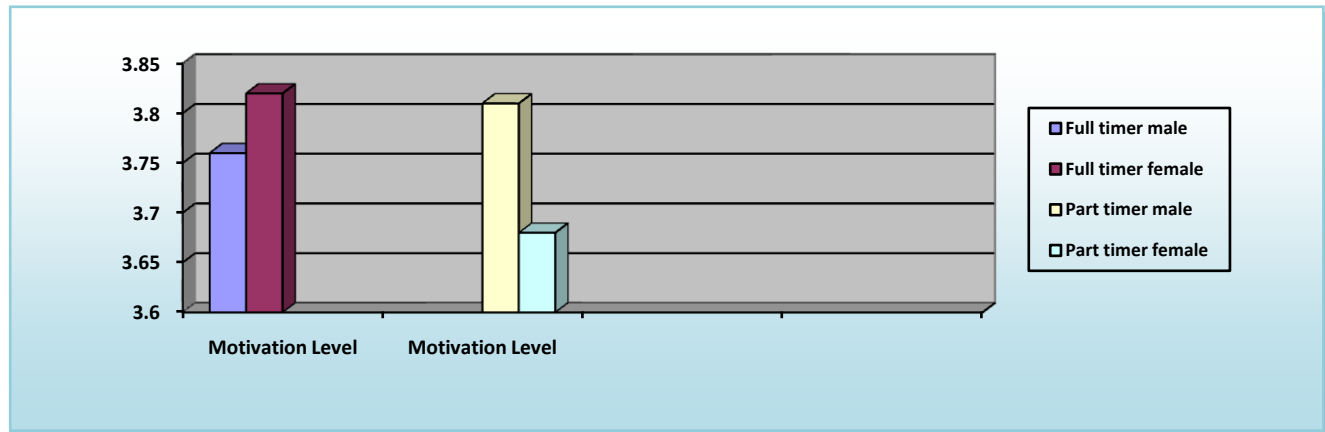


Figure: 5.1: Comparison between Full timer & Part timers, Male & Female

The average of the response of the full timer's male is 3.76 and average of the full timers female is 3.82 in a scale where the value designed as strongly agree=5, agree=4, neutral=3, disagree=2 and strongly disagree=1. After analyzing the above answers we found that full timer female are more motivated than the full timer male.

The average of the response of the part timer's male is 3.81 and average of the part timer's female is 3.68 in the same scale use for the full timers. After analyzing the above answers we found that part timer male are more motivated than the part timer female.

The answers are following:

- ✈ Full timer male = 3.76
- ✈ Full timer female = 3.82
- ✈ Part timer male = 3.81
- ✈ Part timer female = 3.68

The survey showed us the full timer male are less motivated than the part time male employees. The difference is 0.05 between them. But the full time females are much motivated than the part time females. The difference here is 0.14.

Full timer Vs Part timer:

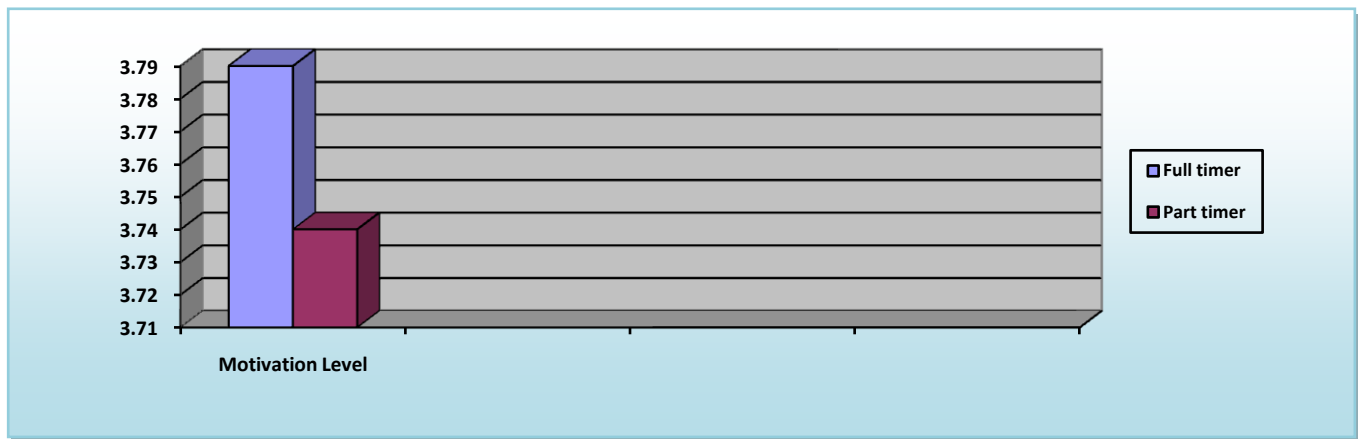


Figure: 5.2: Motivation Level of Full timer & Part timer

After conducting the entire survey we got the result that the average of the response on a scale where the value calculated as strongly agree=5, agree=4, neutral=3, disagree=2 and strongly disagree=1 the average of the full time employee is 3.79 and the average of the part time employee is 3.74. That indicates the permanent employees of the contact center Grameenphone Ltd. is more motivated than the part time employees of contact center Grameenphone Ltd.

Findings:

- ✦ Grameenphone already ensure the friendly environment in the workplace. There is not much more to recommend. But as the survey is conducted in short period GP need to maintain the friendly environment. Continuity is a must.
- ✦ HR needs to change the strategy in case of giving support to the employees. From the survey we can see that both groups of employees think that HR can perform more better which is not expected. Even if the HR is doing right they need to share their strategy with the employees to make them relay that they are supportive.
- ✦ Company can regular communicate about the company's principles and image in front of the employees
- ✦ Part timers seek some extra pace form the management to motivate them more.
- ✦ Management can re evaluate the salary strategy for the part timers. Their motivation level is very low in this factor. Company should eliminate some of the difference between the part timer and full time employee.
- ✦ Management can sit with employees and take suggestions on what changes can make the performance monitoring system more effective.
- ✦ Some bonuses can be introduced for the part time employee may on the basis of performance.
- ✦ Conducted regular meeting with part time employees and try to let know their place of dissatisfactions can increase the motivation level of part time employee.



SEGMENT CONTENTS

CONCLUSION



CONCLUSION

After conducting the whole survey and successfully completing the internship, I would like to say Grameenphone Ltd. is a nice place to work. Its HR is structured, organized. Grameenphone Ltd. normally follows strategy which is environment friendly and easy to implement for the employees. Grameenphone Ltd. gives equal chance to both the part time and full time employee to prove their qualifications. Part time employees can apply for full time post after graduation. They can also apply for other internal posts after graduation. A monthly acknowledgment program and sharing session held every month in the customer service division which is known as Inform & Involve session. The survey gave some interesting result which is also consistent with my experience during working here. If Grameenphone management recovers those areas which affect the employees' negatively, they can surely make the employees more devoted to their work.



SEGMENT CONTENTS

REFERENCES



REFERENCES

1. **Mr. Bony Chowdhury, Manager, Contact center, Customer service, Grameenphone.**
2. www.scripbd.com
3. www.grameenphone.com



SEGMENT CONTENTS

APPENDIX



Milestones in the history of Grameenphone Ltd.:

November 28, 1996: Grameenphone Ltd. was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications;

March 26, 1997: Grameenphone Ltd. launched its service on the Independence Day of Bangladesh;

June 1998: GP started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the Dhaka-Chittagong corridor also enabled GP to introduce its service in a number of other districts along the way;

September 1999: GP started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GP because of the cell to cell coverage between Dhaka and Khulna. Earlier in September 1999, it introduced the EASY pre-paid service in the local market. It also introduced the Voice Mail Service (VMS) and the Short Message Service (SMS) and other Value Added Services (VAS);

June 2000: GrameenPhone Ltd. started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network. The service in Barisal region was started after the microwave link between Khulna and Chittagong was completed;

August 2003: After six years of operation, Grameenphone Ltd. has more than one million subscribers;

November 2005: Grameenphone Ltd. continues to being the largest mobile phone operator of Bangladesh with more than 5 million subscribers;

November 16, 2006: After almost 10 years of operation, Grameenphone Ltd. has over 10 million subscribers. Grameenphone Ltd. has built one of the most extensive infrastructures of Bangladesh and is a major contributor to the development of the national economy.

December 31, 2007: Grameenphone Ltd. is one of the largest private sector investments in the country with an accumulated investment of USD \$1.7 billion up to December 2007. Grameenphone Ltd. is also one of the largest taxpayers in the country, having contributed nearly BDT 5000 Crore in direct and indirect taxes to the Government Exchequer over the years of which is amount, BDT 1670 Crore was paid in 2005 alone.

October 3, 2010: Grameenphone Ltd. reaches 22 million subscriber base.

December 31, 2010: Grameenphone Ltd. has announced that it has crossed the 23 million active subscriber mark last week, which indicated resurgence in subscriber growth for the Company. This new additional million subscribers follows on the re-introduction of the subsidized BDT 150 start-up price, in November 2009. Commenting on the resurgence and latest growth, Grameenphone CEO, Oddvar Hesjedal said that he was happy to see such a milestone closing for Grameenphone in 2009 with a subscriber base of 23 million. "As a company with now over 23 million subscriptions we are no doubt the preferred operator in the market,"

The departmental names of GrameenPhone are given below:

- ✿ Corporate Affairs Division
- ✿ Customer Service Division
- ✿ Finance Division
- ✿ Human Resource Division
- ✿ Information Technology Division
- ✿ Internal Audit Division
- ✿ Internal Control Office Division
- ✿ Marketing Division

Survey questionnaire on Motivational factors:

Contact Centre, Customer service

Grameenphone Ltd.

Please answer the following questions. Follow the instructions written below.

.....

Please tick on the right box:

You are a ☐ Part-time employee ☐ Full-time employee

You are ☐ Male ☐ Female

Your age group: ☐ 18-25
☐ 26-32
☐ 33-39
☐ 40-Above

Please answer the following:

1. Rank the following factors which motivate you best?

(Rank 1, 2,3,4,5 respectively)

No	Factors	Rates
i.	Salary increase	
ii.	Promotion	
iii.	Leave	
iv.	Motivational talks	
v.	Recognition	

2. My work place has a friendly environment:

Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

3. I am satisfied with the support from the HR department:

Strongly agree Agree Neutral Disagree Strongly disagree

4. My company's internal image is consistent with its external one:

Strongly agree Agree Neutral Disagree Strongly disagree

5. Management is really interested in motivating employees:

Strongly agree Agree Neutral Disagree Strongly disagree

6. I have good relationship with my co-workers:

Strongly agree Agree Neutral Disagree Strongly disagree

7. I enjoy reasonable periodical increases in my salary:

Strongly agree Agree Neutral Disagree Strongly disagree

8. There is an effective performance monitoring system in my company:

Strongly agree Agree Neutral Disagree Strongly disagree

9. Job security exists in my company:

Strongly agree Agree Neutral Disagree Strongly disagree

10. I have opportunities for getting promotion in this organization:

Strongly agree Agree Neutral Disagree Strongly disagree

11. Good safety measures are adopted in my organization:

Strongly agree Agree Neutral Disagree Strongly disagree

12. Performance appraisal activities are helpful and provides encouragement:

Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

13. My co-workers are supportive and helpful:

Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

14. Company recognizes and acknowledges my work:

Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

15. I will be more motivated if the following changes are made in my work place:

.....

.....

.....

Thank you for your kind co-operation